

Stanford-le-Hope Rail Station and Transport Interchange

The template

This document provides the business case template for projects seeking 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 early requirements of the Independent Technical Evaluation process where applied.

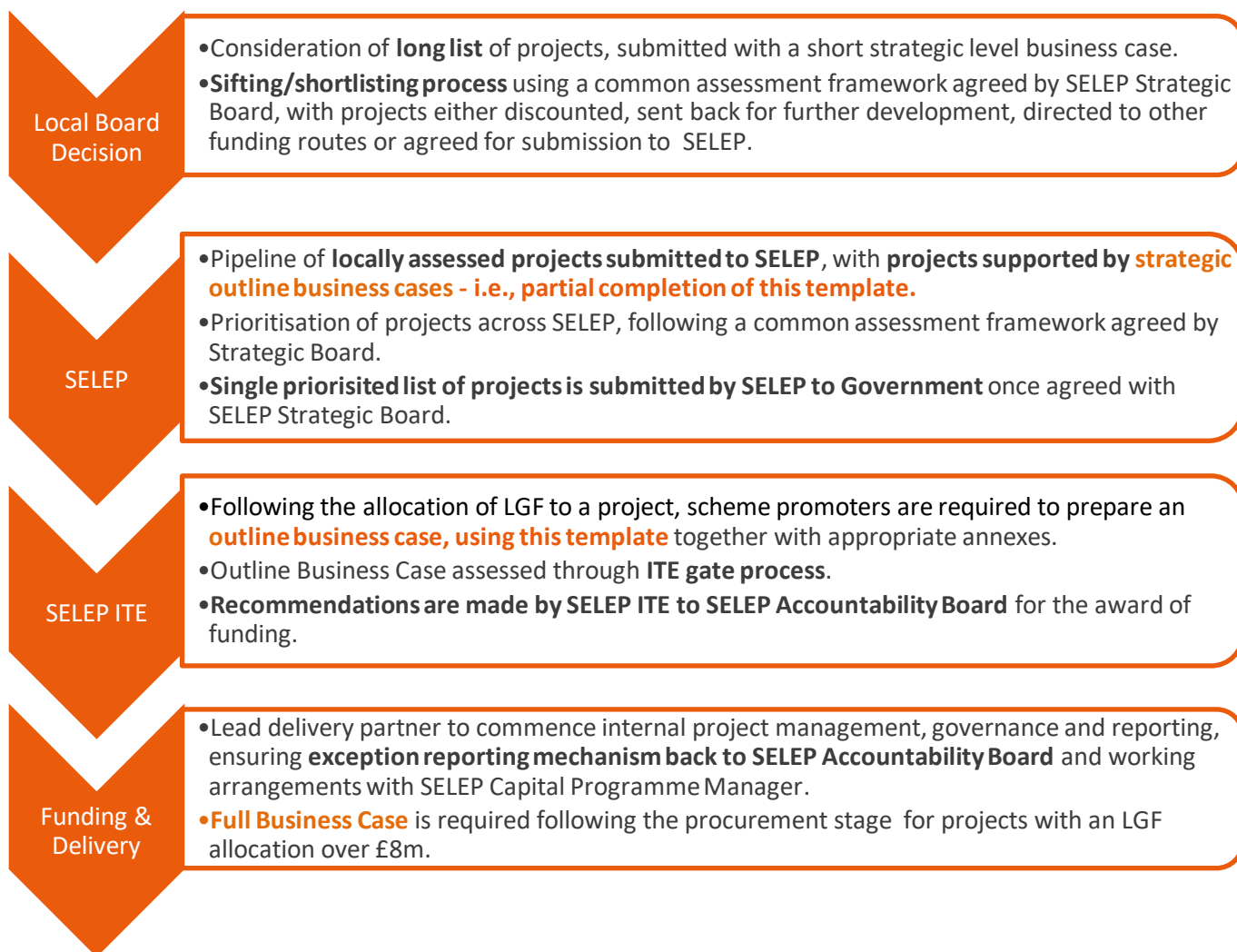
It is also designed to be applicable across all funding streams made available by Government through SELEP. It should be filled in by the scheme promoter – defined as the final beneficiary of funding. In most cases, this is the local authority; but in some cases the local authority acts as Accountable Body for a private sector final beneficiary. In those circumstances, the private sector beneficiary would complete this application and the SELEP team would be on hand, with local partners in the federated boards, to support the promoter.

Please note that this template 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>

As described below, there are likely to be two phases of completion of this template. The first, an 'outline business case' stage, should see the promoter include as much information as would be appropriate for submission though SELEP to Government calls for projects where the amount awarded to the project is not yet known. If successful, the second stage of filling this template in would be informed by clarity around funding and would therefore require a fully completed business case, inclusive of the economic appraisal which is sought below. At this juncture, the business case would therefore dovetail with SELEP's Independent Technical Evaluation process and be taken forward to funding and delivery.

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 as they relate specifically to the LGF process. 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. In the form that follows:



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1. PROJECT OVERVIEW

- 1.1. **Project name:**
Stanford-le-Hope Railway Station and Transport Interchange
- 1.2. **Project type:**
Integrated package
- 1.3. **Federated Board Area:**
South Essex
- 1.4. **Lead County Council / Unitary Authority:**
Thurrock Council
- 1.5. **Development location:**
Stanford-le-Hope Railway Station, London Road, Stanford-le-Hope, Essex
SS17 0JX
- 1.6. **Project Summary:**
The main aims of the Project are to:
- Develop an interchange that will connect bus, rail, cycle, taxi, and pedestrian modes of Transport at Stanford-le-Hope station.
 - Expand capacity at Stanford le Hope Station.
 - Implement a package of works that meets the requirements of travel plans for London Gateway and unlocks the next phase of development at London Gateway.
 - Provide improvements to public Transport infrastructure and service reliability to new housing developments and to the major employment growth sites at London Gateway/Coryton.
 - Help curb traffic growth and minimise growth in Transport emissions in the area through this new Transport Interchange.

To assist with the delivery of this complex regeneration project, the works as set out in the original Business Case have been split into 2 phases:

- Station building - with passenger toilets, level access to building and stations platforms, real time customer information systems (Phase 1).
- Multi-modal interchange – 2 car passengers drop off positions with landing island, 2 taxi rank positions with landing island and shelter, secure cycle and e-bike parking spaces, car parking spaces, drop off and pickup positions for a bus with waiting facilities, protected pedestrian walking routes and desire lines (Phase 2).

- 1.7. **Delivery partners:**
[List all delivery partners and specify the lead applicant and nature of involvement, as per the table below.]

Partner	Nature of involvement (financial, operational etc.)
Thurrock Borough Council	Lead applicant, funder and funder via SELEP
c2c	Funding provided via NSIP and direct. Operational partner operating

	Stanford-le-Hope station and associated rail services. Responsible for approval of station design. A Development Agreement in place for phase 1.
DP World	Funding provided by S106 and operational partner with employees from the port and Logistics Park using bus services from the rail station.
Network Rail	Administering the NSIP funding and responsible for approval of the new footbridge/lift design. Asset Protection agreement formalises this relationship. <i>Proposed development partner subject to implementation agreement.</i>
Thames Enterprise Park (TEP)	Requirement for e-bikes and charging points as part of s106 agreement.
Freeport (Business Rates)	Funding to be provided from Freeport Business rates as a back up to capital borrowing which requires DLUHC and the Treasury approval.
Freeport (active travel)	Funding to be provided from Thames Freeport Seed Capital Active Travel subject to business case approval.

Table1.0: Delivery Partners

1.8. Promoting Body:
Thurrock Council

1.9. Senior Responsible Owner (SRO):
[Specify the nominated SRO and provide their contact details. The SRO ensures that a programme or project meets its objectives and delivers projected benefits. This is not the same as a Section 151 Officer.]

George McCullough
Interim Head of Regeneration
Email: George.McCullough@thurrock.gov.uk

1.10. Total project value and funding sources:
[Specify the total project value, how this is split by funding sources, and any constraints, dependencies, or risks on the funding sources, as per the table below.]
Total Project Value: £34.710m

Funding source	Amount (£)m	Constraints, dependencies or risks and mitigation
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Thurrock Council Capital Programme	(14.860)	<i>This is subject to capital borrowing implications which requires consent from both DLUHC and the Treasury</i>
SELEP/LGF	7.500	<i>Funding approved.</i>
SELEP/LGF	5.400	<i>To be transferred from the Gray's South Projects subject to approval of the Accountability board.</i>
C2c/NSIP	3.800	<i>£3,050,000 applied to the scheme</i>
DP World	0.550	<i>S106 deadline has lapsed, and funding is dependent on sign off of scheme by DP world.</i>
S.106	1.600	<i>Funding applied to the scheme.</i>
Freeport (Business Rates)	14,860	<i>Funding to be provided from Business rates as a back up to capital borrowing which requires DLUHC and the Treasury approval.</i>
Thames Freeport Seed Fund (active travel)	1.000	<i>Funding has been provisionally allocated subject to business case approval.</i>
Total project value	£34.710	

Table 2: Funding Sources

1.11. SELEP funding request, including type (LGF, GPF etc.):

[Specify the amount and type of funding sought from SELEP to deliver the project. Please also confirm that the funding will not constitute State Aid.]

Initial LGF funding approved in 2017 was £7.5m.

As part of a project change request, to be considered by the Accountability Board in February 2024 additional funding of £5.4m is being made for a reallocation of LGF funds from the Grays South Project.

Exemptions:

[Specify if this scheme business case is subject to any Value for Money exemptions (and provide details of these exemptions) as per the SELEP Assurance Framework June 2022, Section V3.3]

Not Applicable

1.12. Key dates:

[Specify dates for the commencement of expenditure, the construction start date and the scheme completion/opening date.]

Commencement of expenditure was in 2016/17.

Construction Start

Phase 1: Early packages Mid 2024, main contract July 2025

Phase 2: Enabling works Mid 2024

Scheme Completion/Open date:

Phase 1: June 2026

Phase 2: June 2025

1.13. Project development stage:

[Specify the project development stages to be funded, such as inception, option selection, feasibility, outline business case, detailed design, procurement, full business case, implementation, the current project development stage, and a brief description of the outputs from previous development stages. Add additional rows as necessary. Please note, not all sections of the table may require completion.]

Project development stages completed to date			
Task	Description	Outputs achieved	Timescale
Phase 1			
Planning	Full planning permission application	Planning application submitted under reference number 17/01504/FUL	6 Nov 2017
Consultants Procurement	Appoint a design team to produce a single design option	Single design option produced	June 2020
Planning	Production of single option to planning	Full Planning application submitted.	December 2020
Construction (Demolition)	Demolition of existing station for access to remainder of site for delivery of works .	Existing station demolished and some temporary facilities installed.	March 2019
Contractor Procurement (ITT) 1	Tender exercise	Morgan Sindall was the successful tenderer	2020
Planning	Planning Application considered	Planning permission granted	July 2021
Contractor Procurement (ITT) 2	Tender exercise for GRIP 4-8 stages	Contractor appointed with letter of intent from the council.	2022
Phase 2			
Land Acquisition	Purchase of additional land	Former Day windows site purchased for the Transport Interchange	January 2020
Pre – App planning application advice	Pre-planning Application advice on selected option	Preplanning application advice given	April 2021
Design Option Selection	Production of 3 design options	Preferred design option selected	April to June 2023
Pre – app planning	Meetings with Planning and other statutory consultees.	Pre -planning application advice given.	15 August 2023 to October 2023

Planning (RIBA 3)	Design development to planning	Submission of Planning Application	July to October 2023
Project development stages to be completed.			
Task	Description		Timescale
Phase 1			
Complete GRIP 4	Governance for Railway Investment Projects (GRIP)-Single Option Development		Sept.– Dec. 2023
Procurement	NR GRIP 4 Assurance activities		Jan.– Mar. 2024
GRIP 5 Contract Award	Governance for Railway Investment Projects (GRIP) -Detailed Design Stage		August 2024
GRIP 6-8	Construction start on site		July 2025
Phase 2			
Planning	Determination of Full Planning Application		March 2024
Business case	Approval by SELEP Accountability Board		Feb 2024
Handover to proposed delivery partner Network Rail/c2c	Identify Early packages of work /Start NR GRIP 4 assurance / funding resolved.		January 2024 - March 2024
Procurement GRIP 5	Tender for Detailed design/Early Contractor Involvement & Construction.		April to June 2024
Design	Detailed/construction design.		July to Sept. 2024
Construction	Start on site		October 2024

Table 3: Project development Stages

1.14. Proposed completion of outputs:

[Include references to previous phases/tranches of the project (link to the SELEP website) and to future projects to be funded by SELEP. Please see SELEP Programme for more information.]

Phase 1: New, larger, station building by June 2026

Phase 2: Transport Interchange June 2025 (possible delayed completion to allow use as construction site for phase 1)

A new uncontrolled crossing between the station and multi modal interchange.

A new pedestrian connection directly into the multi modal Transport interchange from neighbouring housing development sites December 2024

2. STRATEGIC CASE

The Strategic Case should present a robust case for intervention and demonstrate how the scheme contributes to delivering the [SELEP Economic Recovery and Renewal Strategy](#) and SELEP's wider policy and strategic objectives. It includes a rationale of why the intervention is required, as well as a clear definition of outcomes and the potential scope for what is to be achieved.

The outlook and objectives of the Strategic Case should, as far as possible, align with the Monitoring and Evaluation and Benefits Realisation Plan in the Management Case.

2.1. Scope / Scheme Description:

Stanford-le-Hope Station, opened in 1854, is situated 48 Kilometres from London Fenchurch Street and serves the town of Stanford-le-Hope itself, as well as a number of neighbouring villages and the industrial areas of London Gateway Port and Thames Enterprise Park. Its location close to the town centre means that it integrates well with bus services and nearby amenities.

Stanford-le-Hope Station, situated on the London, Tilbury and Southend line, serving the town of Stanford-le-Hope, Essex, is a popular commuter railway station. Pre-Covid the station was operating at full capacity, with passengers' numbers exceeding 1.1 million. The most recent Office of Rail Regulation (ORR) data estimates annual usage for 2021-22 at 0.53 million. Demand projections based on the DfT National Trip Model suggests that station demand will be back before 2026. In addition, the station currently lacks sustainable Transport facilities, meaning first and last mile trips are typically car dependent.

Local to the station, on the north banks of the Thames Estuary in Stanford-le-Hope, Essex, London Gateway is the U. K's newest and most technologically advanced deep sea container port catering for global shipping. Once fully developed, London Gateway shall comprise six deep sea shipping berths alongside the logistics park. The London Gateway Logistics Park offers convenient, modern warehousing space on a campus the size of 400 football pitches, the largest of its kind in Europe, with 9.25 million sq ft of available warehousing space. Adjoining the London Gateway port, the Thames Enterprise Park project aims to refurbish part of the closed Coryton oil refinery. This will provide over 3.7 million sq. ft of development space for manufacturing, energy and logistics operations creating new jobs for the local area.



Figure 1: Location plan of Stamford-le-Hope

In total, London Gateway and the Thames Enterprise Park are anticipated to generate approximately 18,982 direct jobs (on-site) with a further 14,183 indirect jobs created within supply chains. (Source – Thurrock Council).

London Gateway is remote from the Thurrock Urban Area and accessibility will be an issue for prospective employees without access to a car. Ensuring a sufficient labour supply and good job/skills matching will be critical for not only realising the growth but sustaining the jobs in the long term by maximising productivity. It is therefore necessary to ensure that accessibility is provided by non-car means through better bus facilities in Stamford-le-Hope (SLH) and rail/bus integration to attract employees. The existing station facilities are not fit for purpose in order to accommodate an increase in passenger numbers and encourage bus, walk and cycle modes to access the station.



Figure 2: Drawing showing the existing Station and Transport Interchange site.

Due to the complexities of delivery the project as set out in the Business Case has been split into 2 phases:

Phase 1 - Station buildings – The development of new station buildings providing the following key facilities to support passenger growth.

- Modular canopy structures covering prefabricated station buildings.
- Passenger toilets
- Commercial retail facility
- Widened Platform 1
- Passenger footbridge with lifts
- Level access from London Road to both station buildings and to the platforms
- Real-time Customer Information System



Figure 3: 3D view of the Proposed Stanford-le-Hope Train Station

Phase 2 – Transport Interchange

A new Transport Interchange is to be constructed on the opposite side of London Road to the station, integrated into the existing station car park and adjacent vacant Council owned site. The new Interchange is to include the following key facilities to support the train station:

- Secure cycle parking spaces
- Provision for electric pedal bike hire scheme and charging points.
- Car passengers drop off positions.
- Bus interchange capacity
- Taxi rank positions



Figure 4: View of Transport Interchange with proposed station in background

The new scheme drawings can be found in Appendix G.

1.1. Logic Map

Inputs	Outputs	Outcomes	Impacts
<p><i>Take from section 1.10 / Financial Case</i></p> <p>Grant Spend £10.5m (LGF £7.5m, NSIP £3m)</p> <p>New expected grant £6.5m (LGF £5.4m Freeport £1m)</p> <p>Matched Contributions Spend £2.9m (DP world 0.55, c2c 0.787m, s106 (1.596m))</p> <p>Leveraged Funding £14.9m</p>	<p>New, larger, station building with passenger toilets, a widened platform, level access to the building and station platforms, real time information systems.</p> <p>A multi modal Transport interchange consisting of:</p> <ul style="list-style-type: none"> • Bus turnaround and waiting facilities. • 2 car passengers drop off spaces with landing island. • 2 taxi rank positions with landing island and shelter. • Secure cycle parking spaces. • E-bikes & charging points. <p>A new uncontrolled crossing between the station and multi modal interchange.</p> <p>A new pedestrian connection directly into the multi modal Transport interchange from neighbouring housing development sites.</p>	<p><i>Influenced by details in sections 2.1, 3.6</i></p> <p>Increased rail station capacity capable of accommodating significant increases in rail passengers.</p> <p>Increased rail usage with significant modal shift from the car. (1.2m per annum by 2034)</p> <p>Increased uptake of sustainable Transport modes for access and egress from the station, with significant modal shift from the car. (171 one-way cycle trips per day)</p> <p>Reduced walk time to and from the station from neighbouring housing estates (4 minutes)</p> <p>Reduced shuttle bus journey time. (4 minutes in vehicle time)</p> <p>Improved journey quality from new and improved facilities.</p>	<p>Reductions in generalised travel costs for users.</p> <p>Lower congestion, resulting in reductions in generalised travel costs for non-users.</p> <p>Reduced carbon emissions.</p> <p>Improved air quality.</p> <p>Reduced noise pollution.</p> <p>Improvements in health outcomes.</p> <p>Reduced workplace absenteeism and associated economic impact.</p> <p>Increased TOC revenue</p> <p>Value for money. (BCR above 2.0:1)</p>

Table 4: Logic map

2.2. Location description:

[Describe the location (e.g. characteristics, access constraints etc.) and include at least one map; max. 1 page excluding map.]

The Scheme is located at Stanford-le-Hope railway station, on London Road approximately 600 to the east of the A1013. The station is on the opposite side of London Road to the proposed Transport Interchange. The railway line crosses London Road by means of a level crossing. There are currently no pedestrian facilities from one side to the other. Access from the site into newbuild housing sites to the north is currently fenced off.

The site has access constraints as it is hemmed between the Mucking Creek on one side and the railway tracks on another.

The restricted width of the bridge and the pedestrian walkway over the Mucking Creek are a constraint to pedestrians or mothers with buggies especially during peak travel times.

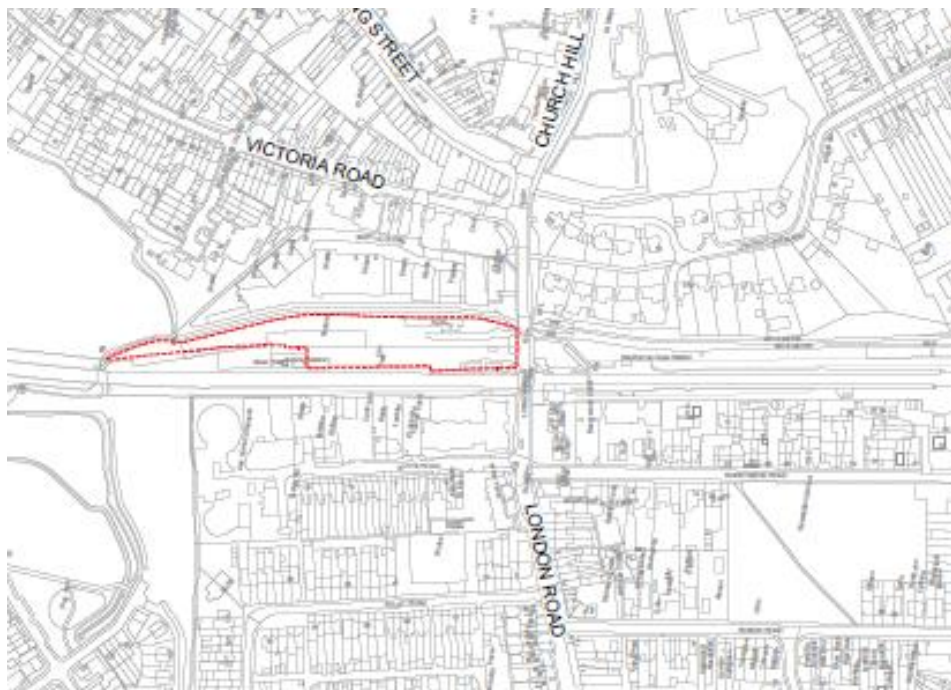


Figure 5: Site plan of the Stanford-le-Hope Station Development Phases 1 & 2

2.3. Policy context:

[Specify how the intervention aligns with national/regional/local planning policies and the SELEP Economic Recovery and Renewal Strategy; max. 3 pages.]

Smaller schemes: (less than £2 million) are required to complete this section in line with the scale of the scheme; max. 1 page]

The project compliments several national UK government policies:

Gear Change: A bold vision for cycling and walking (2020): The scheme supports the DfT's vision for convenient and accessible travel with better

connectivity for walking and cycling routes/infrastructure to wider public Transport services.

Transport Investment Strategy (2017): Providing a high-quality station and interchange facilities will create a more reliable, less congested and better-connected Transport network and works for the users that rely on it.

Net Zero Strategy: Build Back Greener (2021): This document sets out clear policies and proposals for keeping the government on track for its upcoming carbon budgets, its Nationally Determined Contribution, and sets out the vision for a decarbonised economy in 2025. The strategy sets out plans for reducing emissions from each sector of the economy: power; fuel supply and hydrogen; industry; heat and buildings; Transport; natural resources, waste and fluorinated gases; and greenhouse gas removals. By providing enhanced sustainable Transport infrastructure, the scheme will encourage the use of non-car modes, both as a main mode and access mode, which will contribute to the reduction in greenhouse gas emissions.

A Green Future: Our 25-Year Plan to Improve the Environment (2018): This Plan aims to deliver cleaner air and water in cities and rural landscapes, protect threatened species and provide richer wildlife habitats, encompassing approaches to agriculture, forest, land use and fishing. The plan contains ten 25-year goals, one of which is for clean air. By reducing car congestion through the town centre, the proposed project will help improve air quality in the area.

Levelling Up & Regeneration Bill (2022): The Levelling Up and Regeneration Bill (May 2022) which aims to enshrine in law the proposed missions. The Bill proposes measures to:

- Create beautiful places and improve environmental outcomes and expanded protections.
- Regeneration - enable the regeneration of brownfield and other underused land to support local economic growth, whilst rejuvenating town centres by reducing blight and enabling high streets to thrive.

The Stanford-le-Hope scheme is aligned with the measures in this bill by simultaneously reducing congestion and pollution, whilst creating more efficient use of limited town centre space and promoting brownfield development.

Thurrock Transport Strategy 2013-2026

The strategy states on the subject of transport interchanges that “*the provision of high-quality transport interchange facilities is essential in Thurrock, for encouraging more people to travel by public transport. Having to interchange between modes of transport can be difficult and uncertain for elements of the journey and therefore can be a barrier to accessibility. It is important to provide facilities, which make having to interchange as safe, seamless and comfortable as possible.* The strategy goes on to state that *a high priority will be to improve interchange at Stanford Le Hope rail station to improve access to London Gateway as the development is brought forward.*”

National Planning Policy Framework: Scheme will promote sustainable development by:

- Building a strong, responsive and competitive town centre economy by making the area more attractive to investment
- Increasing road safety for all users and be well-designed, whilst reflecting current and future needs to support health, social and cultural well-being.
- Protecting and enhancing the built and historic environment and supporting the move to a low carbon economy.

SELEP Economic Recovery and Renewal Strategy

The scheme is in line with this strategy, as a sustainable transport project – the type of which takes up 25% of the SELEP local growth fund allocation. Furthermore, the strategy includes a policy to *“deliver clean growth by rebuilding the economy through boosting local carbon industries while cutting carbon emissions to move to net-zero”*; this is in part to be achieved by the *“transport revolution”*.

2.4. Need for intervention:

Passenger growth forecasts provided by c2c were utilised to undertake passenger flow assessments in 2018. These concluded that the (then) existing ticket gate lines, footbridges and the station will have insufficient capacity to function. The facilities were grossly inadequate.

The base survey demands used for the capacity modelling were undertaken in 2017, reporting 862 two-way station passengers in the AM peak (0700-1000) and 1,103 in the PM peak (1600-1900). A new survey undertaken in 2023 finds current demands are higher than the pre-covid survey, with 1,071 station passengers in the AM peak and 1,111 in the PM peak.

The original station building has now been demolished. The current station platform layout and connectivity is severely restricted, and the current station passenger infrastructure will not meet the forecasted increase in passenger numbers using the station.

This is a major constraint in meeting the forecasted increase in passengers (expected to be back to pre-covid levels before 2026 and up to 1.2 million passengers a year by 2034) in part due to the expansion of DP World port facilities.

The required increase in station capacity has been modelled as part of the GRIP 3 assessment. This included a Legion Modelling Report undertaken by Baker Hicks in December 2018. The modelling report collected primary data and using Fruin’s Level of Service analysis concluded that the current passenger circulation arrangement was categorised as LoS Grade E - Restricted circulation for all pedestrians and intermittent and serious difficulties for reverse and cross flows. Fruin’s Levels of service (LoS) is a concept which provides a measure of density and concentration of crowd movement and is the universal measurement tool for assessing pedestrian movement for design purposes.

A new Transport Interchange will allow transition between rail and cycle adjacent to the existing station car parking.

SELEP supports the delivery of the required initiatives and infrastructure that will deliver an interchange that is fit for purpose.

[Specify the current and future context and articulate the underlying issues driving the need for intervention referring to a specific market failure, need to reduce externalities, Government redistribution objectives etc.; max. 2 pages.]

2.5. Sources of funding:

[Promoters should provide supporting evidence to show that:

- *all reasonable private sector funding options have been exhausted; and*
- *no other public funding streams are available for or fit the type of scheme that is being proposed.*

Public funding is regarded as a last resort. Promoters are encouraged to think carefully about and provide strong evidence that the intervention they are proposing has exhausted all other potential sources of funding and there is a genuine need for intervention from the public sector; max. 1.5 pages.]

The original scheme design was to be funded exclusively from infrastructure grants from the rail industry/SELEP. Since the scheme has been promoted, it has been subject to considerable design changes due to the proximity to the Mucking Creek, flood mitigation requirements and cost price inflation.

The most recent designs are the 3 options produced by AECOM in June 2023. This was followed with a costing exercise in August/Sept 2023 which revealed a gap funding of £5.6m.

The council considered the following options and discounted them:

Funding Option	Discounted
Additional borrowing by the council	Rejected as TC is under section 114 notice
S106	Rejected as Not available
Freeport active travel	Rejected as limited to £1m
DP world	No additional funds available
Freeport (Business Rates)	Rejected as already replacement to capital programme funding

However, costs have increased significantly that Thurrock Council has had to rely upon internal capital funding to complete the scheme.

It should be noted that the original station was demolished in 2019 and there is a requirement for the council to co-fund its replacement.

2.6. Impact of non-intervention (do nothing):

[Describe the expected outcome of non-intervention. Promoters should clearly establish a future reference case and articulate the impacts on environment, economy and society, if applicable. The future reference case should acknowledge that market conditions are likely to change in the future, with or without any intervention. 'Do nothing' scenarios where nothing changes are unlikely; max. 1 page.]

Without the intervention, the status quo will continue, a situation that includes:

- No permanent station building.
- Station platforms that do not provide sufficient capacity.
- A lack of safe crossing facilities between the car park and station.
- No dedicated bus stop and waiting facilities for the DP World shuttle service.
- No safe cycle parking provision.
- A car park that does not meet adopted design standards.
- No dedicated car/taxi drop off and pick up facilities.
- No direct connection into the station from nearby new housing sites.

The impact of this would be as follows:

- High levels of latent demand for rail services from Stanford-le-Hope station.
- Higher levels of car use, with associated increased in greenhouse gas emissions, air and noise pollution.
- Continued occurrence of accidents involving pedestrians on London Road between the station and car park.
- DP World bus shuttle service using existing bus shelters, resulting in longer journey times and congestion impacts for other road users.
- Low levels of active mode take up as an access mode to the station.
- A poor user experience for all station users.
- Poor flow and difficulty using the station car park; and
- DP World fails to meet its travel plan commitments, putting the development in breach of its planning conditions.

2.7. Objectives of intervention:

[Outline the primary objectives of the intervention in the table below and demonstrate how these objectives align with the problems presented in the Need for Intervention section.]

Project Objectives

Objective 1: To ensure that railway station capacity at Stanford-le-Hope does not constrain rail demand, as it continues to increase post-Covid (to at least 1.2m station passengers per annum by 2034), and with the build out and occupation of the DP World and Thames Enterprise Park employment sites, whilst meeting their travel plan commitments.

Objective 2: To provide a railway station facility that is convenient, safe and pleasurable to both use and access, with a high quality bus interchange, appropriate road crossing facilities and platforms of adequate size by 2026.

Objective 3: To increase the use of sustainable Transport modes (walking, cycling, bus) as an access mode to the railway station, reducing single occupancy car trips to the station to 10% or less mode share by 2034.

Problems or opportunities the project is seeking to address (add as required)

Problem/Opportunity 1: The existing station facilities are not fit for purpose, with temporary buildings, replacing a previous building that has since been demolished and platforms that are too small. This will constrain demand from nearby employment sites such as DP World.

Problem/Opportunity 2: The existing station car park is not built to adopted design standards, and consequently can be congested and difficult to use. There is also a lack of proper crossing facilities between the station and car park.

Problem/Opportunity 3: There is a lack of sustainable access mode facilities at the station and car park. The DP World shuttle service has to use on highway waiting infrastructure causing longer journey times, there is no secure cycle parking on site and a lack of direct connection from adjoining newbuild housing developments.

[Complete the following using a system of 0, ✓, ✓✓, ✓✓✓ which maps the objectives to their ability to address each problem. Add rows and columns as required and note not all sections of the table may require completion; max. 1 page.]

	Problems/opportunities identified in Need for Intervention section		
	Problem/ Opportunity 1	Problem/ Opportunity 2	Problem/ Opportunity 3
Objective 1	✓✓✓	✓	✓✓
Objective 2	✓✓✓	✓✓✓	✓✓✓
Objective 3	0	✓	✓✓✓

Table 5: problems & Opportunities in Intervention

2.8. Constraints:

The detailed design is yet to be undertaken for both phases 1 and 2. The design process may identify technical or environmental constraints which have been quantified and included in the robust project risk allowance. A risk register including monetary allocation from the contingency sum is provided within appendix B to demonstrate the process.

Specific constraints identified are:

- Planning approval has been gained for the phase 1 station works which expires in July 2024. However, for Phase 2, the ongoing planning application

(October to March 2024) includes consultation with no risk that alteration or delay may occur as all statutory consultees have responded with no objections and there are no outstanding issues to be resolved.

- It is expected that construction will be within the existing Network Rail boundary and additional land acquired by Thurrock Council which have Statutory undertakers' plant in various locations. Consultation and mitigation measures will be undertaken to reduce risks to the programme and scheme costs during detailed design.
- Network Rail are responsible for reviewing of the footbridge/lift and will facilitate the required track possessions/isolations to complete the works. The project programme may be constrained by the number and availability of track possessions/isolations for access.
- The design development of Phase 2 with inclusion of the key project requirements to support the projected outputs is being undertaken including the application for necessary consents.
- Should the programme not go ahead, the spend to date of £13.5m would be required to be charged to revenue, and there would be clawback of LGF by SELEP of £7.5m.
- Consent for any proposed funding changes, which have capital borrowing implications will also need to be secured from both DLUHC and the Treasury (HMT).

2.9. Scheme dependencies:

[Provide details of any related or interdependent activities that if not resolved to a satisfactory conclusion would mean that the benefits of the scheme would not be fully realised; max. 0.5 page.]

The realisation of full economic benefits of the scheme may be dependent on the extent of investment and hence development in the area.

In particular there is a specific reliance on the full development of London Gateway and the Thames Enterprise Park to generate employment and demand for public Transport.

Funding for the scheme is dependent on the key stakeholder agreements and Thurrock Council as set out in section 1.1.

2.10. Expected benefits:

[This section identifies scheme benefits which may not be valued in the Economic Case. This is where any 'GVA based' estimates of benefits should be reported.]

The economic case of this business case is focussed on a DfT Transport Analysis Guidance (TAG) based assessment of Transport related impacts. The previous business case however provided economic impact (jobs and GVA) metrics in relation to the London Gateway development that the

scheme will help deliver, as a result of travel plan commitments. Whilst this does not form part of the BCR, it is relevant to present that analysis here.

The London Gateway Travel Plan, which forms part of the planning consent, sets out a requirement for a minimum of 10% of employees to travel to site using non car modes. Given the proximity of Stanford-le-Hope station and its lack of reserve capacity in the counterfactual (without scheme scenario), providing the proposed scheme at Stanford-le-Hope station will allow employee numbers to increase whilst maintaining the same vehicle trip generation envelope because of mode shift. These jobs have a benefit to the local and national economy once adjusted for additionality.

The analysis presented in the previous business case sets out that 10% of jobs at London Gateway Thames Enterprise Park are considered dependent on the scheme at Stanford-le-Hope Station, which equates to 1,898 gross jobs. After applying additionality factors (leakage, displacement and multiplier) this is 1,025 net jobs. The gross value added (GVA) impact of those jobs, over a 10-year period is calculated as £192.8m in present value terms (i.e. applying a discount rate of 3.5% per annum).

2.11. Key risks:

The full risk register, including mitigation, is presented in the Management Case, however the key risks affecting delivery of the scheme and benefit realisation are as follows:

- Existing funding is insufficient to deliver the proposed Phases 1 & 2.
- Consent for any proposed funding changes, which have capital borrowing implications will also need to be secured from both DLUHC and the Treasury (HMT).
- Potential delay from getting sign off for statutory approvals including station change requests from Network Rail (landowner) and the C2C (the train operating company) for proposed works on their land, The knock-on effect would be delays to the delivery programmes of Phases 1 & 2.
- Increasing costs of project delivery due to further delays and inflationary pressures.
- Managing the interdependency of the construction phases 1 & 2 due to existing site constraints.
- The risk of not starting construction of Phase 1 before planning permission expires in July 2024 resulting in the need for a new planning application to be prepared.
- Flood risk due to proximity of both sites to the Mucking Creek which requires Environmental Agency acceptance of proposed flood mitigation measures.

3. ECONOMIC CASE

3.1. Options assessment:

Long list of options considered:

The previous business case set out a do minimum, do something and do optimum options (compared to the counterfactual) as follows:

- **Do Minimum.** Improve Transport connections between the rail station area and London Gateway/Distribution by operating a shuttle bus. A 12m rigid bus cannot stop or turnaround on the existing station forecourt. This option would not improve capacity within the station itself, and hence would not allow any additional peak time demand to be accommodated.
- **Do Something.** Construct New train station buildings to improve capacity within the station itself allowing additional peak time demand to be accommodated.
- **Do Optimum.** Construct Phases 1 & 2.
 - ✓ Phase 1: New station buildings to improve capacity within the station itself allowing additional peak time demand to be accommodated.
 - ✓ Phase 2: Improve Transport connections between the rail station and London Gateway/Thames Enterprise Park by constructing a Transport Interchange integrating it with the existing station car park and land owned by the council beside it.

Only the “Do Optimum” option meets the three strategic objectives set out in the strategic case. This is therefore what has been carried through to the short list, where further design work has been undertaken to establish the ideal station and station interchange scheme.

Phase 1:

Note that the Phase 1 railway station design is the same for all three options, the differences are in the Transport Interchange component only. The station includes modular canopy structures covering prefabricated station buildings, passenger toilets, a commercial retail facility, a widened Platform 1, passenger footbridge with lifts, level access from London Road to both station buildings and to the platforms, and a real-time customer information system.

Short list of options (Phase 2):

There are three scheme options that have been developed by AECOM, the general arrangement drawings of each are included in Appendix G:

- Option 1 – the lowest cost option, this provides a single vehicular access/egress point from London Road, a total of 39 marked car parking bays, two taxi bays, 84 secure cycle parking spaces, and new informal pedestrian crossing facilities across London Road. This option makes little use of the northern site purchased by Thurrock Council and consequently none of the scheme is within a flood risk zone.
- Option 2 (preferred) – the medium cost option, this provides separate vehicle access and egress points from London Road, a bus

turnaround facility, a total of 49 marked car parking bays split between upper and lower levels, two taxi bays, 84 secure cycle parking spaces, new informal pedestrian crossing facilities across London Road and a pedestrian connection from the west of the site. This option makes use of some of the northern site purchased by Thurrock Council, with the remainder to be covered by vegetation. Part of the scheme is within a 1 in 100 year flood risk area.

- Option 3 – the highest cost option, this provides a single vehicle access and egress point from London Road, a double bus interchange facility, a roundabout, a total of 49 marked parking bays, two taxi bays, 84 secure cycle parking spaces, new informal pedestrian crossing facilities across London Road and a pedestrian connection from the west of the site. This option makes full use of the northern site purchased by Thurrock Council and consequently is partly within a 1 in 50-year flood risk area.

An assessment of short-listed options has been undertaken based on their ability to meet a range of Critical Success Factors (CSFs) identified in the HM Treasury Green Book (2022), as follows:

- **Fit with aims and objectives** – the extent to which options achieve the project specific objectives and fit with local, regional and national policy.
- **Meets needs and demands** – the extent to which options address existing/future challenges and align with opportunities in the surrounding area.
- **Benefits maximisation** – an assessment of how the options maximise outputs, outcome and benefits.
- **Potential Value for Money** – an assessment of the potential Value for Money.
- **Affordability** – an initial assessment of the relative cost of the options and whether they could be delivered within budget.
- **Deliverability** – the extent to which the options are deliverable in terms of stakeholders, suppliers, dependencies and risks, timescales and organisation’s experience.

Option	CSFs						
	Aims	Needs & demand	Benefits	VfM	Affordable	Delivery	Conclusion
Do Nothing	X	X	X	X	√	√	Base Case / counterfactual
Option 1	√	√	√	X	√√√	√√√	Do less option
Option 2	√√√	√√√	√√√	√√√	√√	√√	Preferred option
Option 3	√√√	√√√	√√√	√√	√	X	Alternative option

Table 6: Options assessment

Option 3 is not deliverable due to using land owned and operated by Network Rail. It is in close proximity and involves unacceptable works to existing rail infrastructure. The scheme is also higher cost due to mainly level difference

and greater flood mitigation measures required and is therefore not affordable.

3.2. Preferred option:

The existing Stanford-le-Hope Stakeholder Group and the Thurrock Councils Planning, Transport, Regeneration (PTR) Oversight and Scrutiny Steering Group, Project Board/Officers Working Group were used to provide oversight for the design work.

A stakeholder workshop held on 7 June 2023 which unanimously selected Option 2 as the preferred option meeting all the objectives and vision of the Integrated Transport network. This was subsequently accepted by the Councils PTR Overview & Scrutiny Committee on 28 September 2023 and Cabinet on 11 October 2023.

The preferred option is Option 2. This option has a strong strategic fit, fully realises the benefits/impacts that the scheme is required to have, provides value for money, is affordable and deliverable. More modes of transport are available at the station: bus, car, bicycle and improved pedestrian movements.

In attendance were representatives of key stakeholders: Network Rail (Pavan Dhillon), c2c (Ben Martin), SELEP (Howard Davies), DP World, (Trevor Hutchinson) , AECOM design team (Project Manager, Highways Engineers and Architect), First Bus: Private Bus operating company (Julian Elliott) Residents Representative – Paul Ward, Thurrock Council: Kevin Munnely then SRO and Christine Ogunkanmi (Programme Manager).

Below is the options summary presented by AECOM:

Technical requirements summary

Requirements	Option 1	Option 2	Option 3
2 x car passenger drop off			
2 x taxi rank			
Bus turnaround on site with drop-off and pick up		12m bus 1 bus stop	12m bus + levels 2 bus stops
On site bus waiting facilities			
Off site bus facilities	To be agreed	N/A	N/A
84 x new cycle parking		SE corner of site	Adjacent to London Rd on upper level
43 parking bays + 2 blue badge bays + 4 staff bays	34 parking bays + blue badges + staff		
Flood risk		Lower carpark within 1in100 zone	
EVA		N/A	N/A

Cost benefit analysis has however been carried out on all three options relative to the counterfactual. This is set out in the remainder of the economic case.

Assessment approach:

As is appropriate for a Transport intervention, a welfare cost benefit analysis (CBA) has been undertaken in line with DfT Transport Analysis Guidance (TAG). Full assumptions are set out in the appended Economic Appraisal technical annex (Appendix I). A summary is provided here.

Travel demand

Underpinning the analysis is a travel demand forecasting exercise, for **overall station demand** and access modes that are affected by the intervention.

The overall station demands are informed by ORR station entry and exit data, with growth from the DfT Trip End Model Presentation Programme (TEMPro). Any demand over and above that seen in 2019 is assumed to be induced by the scheme, given that the station was operating at full capacity pre-pandemic.

DP Shuttle bus demand is informed by employee information from the previous business case and data from the employee travel plan. **Pedestrian demand from nearby new-build housing sites** is informed by planning documents (transport assessments and travel plans). **Cycling demand** is based on each proposed cycle parking space being used 0.75 times per day on average.

Rail Station (Phase 1) Benefits

The following benefits have been estimated in relation to the phase 1 proposals:

- **Journey quality** benefits for new building facilities, using values given in the Passenger Demand Forecasting Handbook (PDFH). The full benefit is applied to existing trips whilst half of that is applied to new trips in line with the rule of a half.
- **Decongestion** benefits for new rail trips that would otherwise travel by car. The TAG marginal external cost method has been used, along with diversion factors and vehicle occupancy factors from the TAG Databook and journey length data from the National Travel Survey.
- **Operator revenue** impacts for new rail trips, using ticket revenue data obtained from the operator – c2c.

NB: Given the method of calculation, it is not possible or relevant to break down benefits by time period or benefit scale.

Transport Interchange (Phase 2) Benefits:

The following benefits have been estimated in relation to the phase 2 proposals:

- **Shuttle bus generalised travel cost** impacts have been estimated for reductions in travel time (both in vehicle and interchange) arising

from buses being able to turn around within the site, and improvements in journey quality arising from new interchange facilities. These have been valued using values of time given in the TAG Databook.

- **Pedestrian generalised travel cost** impacts have been estimated for users who live in neighbouring newbuild housing sites able to access the interchange from a direct footpath connection. These have been valued using values of time given in the TAG Databook.
- **Active travel** benefits have been estimated for those travelling by cycle to the station as a result of the scheme. The DfT Active Mode Appraisal Toolkit (AMAT) has been used.

“Given the method of calculation, it is not possible or relevant to break down benefits by time period or benefit scale.”

Economic Costs

The latest scheme cost estimates have been used to inform the Cost Benefit Analysis (CBA). In line with guidance, no sunk costs (non-recoverable expenditure that has already occurred) have been included in the CBA as this does not affect the judgement of value for money on the investment decision. Land costs from purchases that have already taken place however have been included as these represent an opportunity cost.

Several adjustments have been made however to convert the financial cost to an economic cost for use in Transport CBA:

- Adjustment of price base from 2023 to 2010 using the TAG GDP deflator.
- Conversion from factor costs to market prices, applying a 19% uplift to account for indirect inflation. This is to ensure a consistent unit of account with the scheme benefits.
- Application of optimism bias to account for the systemic tendency to underestimate costs in appraisal. Values have been taken from TAG Unit A1.2 (scheme costs). These are 44% for the station element (stage 3 stations and buildings) and 20% for the Transport Interchange element (roads and active travel infrastructure).

“Given that the economic costs also include a quantitative risk assessment (QRA), in addition to the optimism bias, the PVC is likely overstated and resultant BCR an underestimate.”

- In terms of profile (for discounting), this is consistent with the financial case and therefore includes 3% of total non-sunk costs in 2033, 30% in 2024 and 67% in 2025.

3.3. Economic appraisal inputs:

See above, below and economic appraisal technical annex (Appendix I).

3.4. Economic appraisal assumptions and results

Appraisal Assumptions	Details
TAG version	TAG Databook v1.21 (May 2023), the most recent available at the time of appraisal.
Opening Year, Final Modelled Year and Appraisal Duration	Opening year of 2025 for Phase 2 and 2026 for Phase 1, 30 year appraisal period, therefore benefits run until 2054 and 2055. No formal Transport model has been used.
Price Base/GDP Deflator	All prices are in 2010 market prices. All price conversion has been undertaken using the GDP deflator given in the TAG databook.
Discounting	<p>30-year appraisal period (of scheme benefits), therefore the HM Treasury Green Book social time preference rate of 3.5% has been used from the 2010 base year until 30 years after the appraisal year (2023 until 2052), then 3% for the remaining years.</p> <p>For pure health benefits, the wealth component of the social time preference rate is removed, there is discounted at 1.5% and then 1.29% respectively.</p>

Table 7: Appraisal Assumptions

	£m PV		
	Do Less (Option 1)	Preferred Option (Option 2)	Alternative (Option 3)
Costs*			
Capital Costs	£16, 637,754	£18,072, 840	£18,665,655
Renewal Costs	No additional cost over counterfactual		
Operating Costs	No additional cost over counterfactual		
Benefits			
Journey Time Benefits	£7,815,441	£11,830,287	£11,830,287
Journey Quality Benefits	£770,920	£20,180,143	£20,180,143
Highway Externalities	£1,209,136	£770,920	£770,920
Health Benefits	£2,851,463	£1,209,136	£1,209,436
TOC Revenue	£2,851,463	£2,851,463	£2,851,463

Appraisal			
Present Value of Costs (PVC)**	£15,782,896	£17,217,981	£17,810,796
Present Value of Benefits (PVB)	£11,792,102	£35,987,090	£35,987,090
Net Present Value (NPV)	-£3,990,794	£18,769,109	£17,810,796
Benefit Cost Ratio (BCR)	0.75	2.09	2.02

Table 8: Appraisal

* Costs represent total Capital Costs, Renewal Costs and Operating Costs of the specific intervention seeking funding under LGF.

**PVC is lower than the cost figure above, as the private sector contributions have been subtracted.

The total indirect taxation impact for all three options is -£25,566.

3.5. Sensitivity tests:

To understand the sensitivity of the BCR to changes in key assumptions, a total of seven sensitivity tests have been undertaken for all three options.

Five of these tests relate to the DfT Common Analytical Scenarios, which have been developed as part of the TAG uncertainty toolkit. This is to understand how the uncertainty around future travel demand from changing travel behaviours and technology, as well as different assumptions around economic growth, will affect the value for money of Transport schemes. It should be noted however that these are just for information, with the core scenario the most representative example of forecast demand.

The remaining two tests relate to changes in scheme cost assumptions. As stated in the above economic cost section, the PVC in the core scenario is likely an overestimate as it includes both QRA and optimism bias. The sensitivity test with optimism bias removed is arguably a more representative BCR.

	£m PV		
	Do Less (Option 1)	Preferred Option (Option 2)	Alternative (Option 3)
Sensitivity Test 1	<i>“Low Economy” Common Analytical Scenario</i>		
Present Value of Costs (PVC)	£15,782,896	£17,217,981	£17,810,796
Present Value of Benefits (PVB)	£10,112,876	£33,718,372	£33,718,372

Net Present Value (NPV)	-£5,570,020	£16,500,391	£15,907,576
Benefit Cost Ratio (BCR)	0.64	1.96	1.89

Table 9: Sensitivity Test 1

This scenario captures a future where productivity growth fails to return to historic levels and inwards migration is subdued, causing low levels of total population growth. BCRs for the preferred option and alternative option fall marginally below 2.0.

	£m PV		
	Do Less (Option 1)	Preferred Option (Option 2)	Alternative (Option 3)
Sensitivity Test 2	<i>“High Economy” Common Analytical Scenario</i>		
Present Value of Costs (PVC)	£15,782,896	£17,217,981	£17,810,796
Present Value of Benefits (PVB)	£16,289,014	£41,883,163	£41,883,163
Net Present Value (NPV)	£506,119	£24,665,182	£24,072,367
Benefit Cost Ratio (BCR)	1.03	2.43	2.35

Table 10: Sensitivity Test 2

This scenario captures a future where productivity growth returns to its long-term trend, and people become richer than we currently expect. Migration, and population in general, increase above official forecasts. The BCR for the do less option is above 1.0 in this scenario, meaning its benefits outweigh the costs.

	£m PV		
	Do Less (Option 1)	Preferred Option (Option 2)	Alternative (Option 3)
Sensitivity Test 3	<i>“Behavioural Change” Common Analytical Scenario</i>		
Present Value of Costs (PVC)	£15,782,896	£17,217,981	£17,810,796
Present Value of Benefits (PVB)	£7,926,022	£28,717,322	£28,717,322
Net Present Value (NPV)	-£7,856,783	£11,499,341	£10,906,526
Benefit Cost Ratio (BCR)	0.50	1.67	1.61

Table 11: Sensitivity Test 3

This scenario captures a future where people embrace new ways of working, shopping and travelling. Important behavioural trends which have emerged in recent years accelerate, in part because of the Covid-19 pandemic, which include changes in the travel behaviour of young people; increased flexible working; and increased online shopping. The BCRs for the preferred and alternative options are still above 1.5 in this scenario, meaning the scheme(s) would continue to provide value for money even if there were a dramatic downward trend in travel demand.

	£m PV		
	Do Less (Option 1)	Preferred Option (Option 2)	Alternative (Option 3)
Sensitivity Test 4	<i>“Regional” Common Analytical Scenario</i>		
Present Value of Costs (PVC)	£15,782,896	£17,217,981	£17,810,796
Present Value of Benefits (PVB)	£10,315,513	£33,989,242	£33,989,242
Net Present Value (NPV)	-£5,467,382	£16,771,261	£16,178,446
Benefit Cost Ratio (BCR)	0.65	1.97	1.91

Table 12: Sensitivity Test

This scenario captures a future where people leave London, the Southeast, and the East of England in search of more affordable housing. As a result, there is lower employment and population growth in these regions relative to the rest of the country. Areas outside of the South increase their relative level of competitiveness through an increase in productivity. This scenario disadvantages the scheme, being in south Essex, however the preferred option narrowly misses out of a BCR of 2.0 and the alternative option marginally below.

	£m PV		
	Do Less (Option 1)	Preferred Option (Option 2)	Alternative (Option 3)
Sensitivity Test 5	<i>“Technology” Common Analytical Scenario</i>		
Present Value of Costs (PVC)	£15,782,896	£17,217,981	£17,810,796
Present Value of Benefits (PVB)	£11,451,455	£35,528,954	£35,528,954
Net Present Value (NPV)	-£4,331,440	£18,310,973	£17,718,158
Benefit Cost Ratio (BCR)	0.73	2.06	1.99

Table 13: Sensitivity Test 5

This scenario captures a future where road travel becomes far more attractive and accessible to road users because of a high take-up of connected autonomous vehicles (CAVs), which enter the fleet in the 2020s and make up 50% of the fleet by 2047. BCRs in this scenario are only very marginally affected compared to the core scenario, as the scheme is a sustainable Transport intervention, not a highways project.

	£m PV		
	Do Less (Option 1)	Preferred Option (Option 2)	Alternative (Option 3)
Sensitivity Test 6	<i>Upper bound optimism bias</i>		
Present Value of Costs (PVC)	£18,212,351	£19,958,372	£20,679,630
Present Value of Benefits (PVB)	£11,792,102	£35,987,090	£35,987,090
Net Present Value (NPV)	-£6,420,250	£16,028,719	£15,307,460
Benefit Cost Ratio (BCR)	0.65	1.80	1.74

Table 14: Sensitivity Test 6

This sensitivity tests applies the core demand scenario, in a situation where scheme costs exceed what is predicted in the central BCR. Here the optimism bias adjustment factor takes on an upper bound, using the “Stage 1” values from TAG A1.2 rather than “Stage 3”. This means a 70% OB factor for the station component of the project and 46% for the Transport Interchange component. The BCRs for the preferred and alternative options fall below 2.0 but are well in excess of 1.5 meaning the project would still provide a reasonable level of value for money, even if costs were to escalate. This is a highly unrealistic scenario given that QRA is included in the PVC alongside OB

	£m PV		
	Do Less (Option 1)	Preferred Option (Option 2)	Alternative (Option 3)
Sensitivity Test 7	<i>Removal of optimism bias</i>		
Present Value of Costs (PVC)	£11,864,502	£13,060,407	£13,554,419
Present Value of Benefits (PVB)	£11,792,102	£35,987,090	£35,987,090
Net Present Value (NPV)	£72,401	£22,926,683	£22,432,671
Benefit Cost Ratio (BCR)	0.99	2.76	2.66

Table 15: Sensitivity Test 7

This sensitivity tests applies the core demand scenario, in a situation where scheme costs are less than what is predicted in the central BCR. Here the optimism bias adjustment factor is reduced to zero, implying that the risk allowances and contingencies included within the estimates are sufficient to cover all known and unknown cost increases.

This may well be a more likely scenario given the scheme’s advanced stage of development, particularly for the station building component and that QRA is included within the PVC. The BCR for the preferred option is approaching 3.0 with benefits that are well in excess of costs.

3.6. Environmental impacts:

Environmental Impact	Assessment
Noise	Slight beneficial as a result of reduced car use; monetised as part of marginal external cost calculation.
Air Quality	Slight beneficial as a result of reduced car use; monetised as part of marginal external cost calculation.
Greenhouse Gases	Moderate beneficial as a result of reduced car use; monetised as part of marginal external cost calculation.
Landscape	Moderate beneficial, the site is an existing station, car park and vacant brownfield land. The landscaping of the site will be vastly improved as part of the scheme design.
Townscape	Moderate beneficial as the scheme will provide an improvement on the existing temporary station building, car park and vacant brownfield land.
Heritage	Neutral
Biodiversity	Moderate beneficial for the preferred option, as this has large amounts of vegetation surround the scheme on the 1 in 50-year flood plain area. Neutral for the do less and slight beneficial for the alternative option.
Water Environment	Neutral for do less, slight adverse for the preferred option and moderate adverse for the alternative due to the impact on flood plain.

Table 16: Environmental Impact Assessment

3.7. Social impacts:

Social Impact	Assessment
Accidents	Monetised MEC analysis in terms of reduced vehicle kilometres. Beneficial for pedestrians and car users outside the station from new crossing and traffic calming measures. This has not been monetised as there is not an existing road safety problem.
Physical Activity	Health benefits from increased physical activity are monetised as part of active mode appraisal. However, this only captures the benefits on life expectancy. There will be a further benefit to quality of life, such as improved cardiovascular health from physical exercise and a reduced likelihood of developing lifestyle related preventable diseases.
Security	Large beneficial, the facilities will be covered by CCTV and provide good levels of passive surveillance.

Social Impact	Assessment
Severance	Moderate beneficial for the do less option as a result of new informal crossings on London Road. Large beneficial for the preferred and alternative options which supplements this with a new direct pedestrian connection from the Transport Interchange into nearby new housing sites.
Journey Quality	Monetised as part of economic appraisal.
Option values and non-use values	Moderate beneficial for the do less option as a result of the new station building and cycle facilities. Large beneficial for the preferred and alternative options which supplement this with new bus facilities. Both regular non station users and station users who access using different modes will experience significant option and non-use values. These are therefore higher for the preferred and alternative options as a greater range of Transport access modes are offered to the railway station,
Accessibility	Large beneficial as a result of providing high quality facilities built in line with standards that cater for all users.
Personal Affordability	Slight beneficial as the cycle storage provides a cheaper alternative (cycling) to access the station than by car, taxi or bus.

Table 17: Social Impact Assessment

3.8. Distributional impacts:

The impacts of the scheme are largely concentrated within Stanford-le-Hope and surrounding areas of Thurrock, although will also benefit those travelling to the town from elsewhere in the region and wider country, particularly those commuting to work at the Thames Gateway employment sites.

Stanford-le-Hope's socioeconomic profile in terms of employment, economic output, health and educational attainment outcomes is similar to the Thurrock's overall which is broadly in line with the Great Britain average.

3.9. Wider impacts:

The previous business case's economic dimension was built on the jobs and GVA of Thames Gateway employment that could be "unlocked" by the scheme, through providing a sustainable Transport solution to employees. This is summarised in the strategic dimension of this business case.

The methodology for calculating such impacts within a TAG-compliant welfare economic appraisal is through assessment of dependent development, which considers the additional land value uplift generated by developments judged to be dependent on the scheme. This methodology is set out in TAG Unit A2-2 (induced investment). A dependent development assessment has not been undertaken for the scheme on grounds of proportionality, however there is justification for claiming that the scheme would have positive wider economic impacts in terms of private sector induced investment.

3.10. Value for money:

It is important to note that the value for money category is not solely based on the benefit cost ratio. Instead, it considers the BCR, how the BCR is affected by sensitivity tests on key assumptions (and their likelihood of occurring) and welfare impacts that are likely to be realised but are not monetised within the BCR. The following is an extract from the DfT Value for Money Framework.

Box 5.1 Standard Categories

(Transport cost outlays exceed revenues or cost savings)

VfM Category	Implied by...*
Very High	BCR greater than or equal to 4
High	BCR between 2 and 4
Medium	BCR between 1.5 and 2
Low	BCR between 1 and 1.5
Poor	BCR between 0 and 1
Very Poor	BCR less than or equal to 0

**Relevant indicative monetised and/or non-monetised impacts must also be considered and may result in a final value for money category different to that which is implied solely by the BCR. This chapter provides guidance on how to select the final value for money category.*

The preferred option is judged to represent **high value for money**. This is based on the following:

- The scheme meets the scheme objectives in full.
- The core BCR of 2.09, based on benefits that have been monetised, and is above 2.0.
- The arguably more realistic BCR, which does not double count cost uncertainty, is 2.76.
- Sensitivity tests including some highly pessimistic and unrealistic scenarios report BCRs between 1.67 and 2.76.
- There are no non-monetised environmental or social impacts that are anticipated to be adverse and significant.
- The balance of non-monetised environmental and social impacts are anticipated to be beneficial.
- Dependent development impacts, as well as option/non-use values have not been monetised and are likely positive and significant.

4. COMMERCIAL CASE

The commercial case determines whether the scheme is commercially viable and will result in a viable procurement and well-structured deal. It sets out the planning and management of the procurement process, contractual arrangements, and the allocation of risk in each of the design, build, funding, and operational phases.

4.1. Procurement options:

Background: The original business case for the Stanford-le-Hope railway station was for an integrated project with a new station building with bus and car drop off facilities.

The Morgan Sindall led design of the scheme with a cantilevered deck was too expensive option to deliver. A review of the design was undertaken to identify alternative design and construction options to enable the project to be delivered within the budget envelope.

The deck design was driven by the need to provide a bus turnaround facility to relieve congestion along London Road during peak periods which in turn drove the need to acquire the area at Mucking Creek and build out over the Creek which again increased the costs and complexity of delivering the scheme to a high standard.

The review identified that the scheme could be delivered by amending the design to incorporate a retained fill of the void area beneath the existing deck and splitting the scheme into two phases,

Phase 1 would be the delivery of the platform widening, stations forecourt area without the bus turnaround facility, while Phase 2 would be the bus interchange with car and bicycle parking facilities.

Works were undertaken in March 2019 to demolish the existing station building to provide access into the remainder of the site to deliver the works. However, there were a few issues that still needed to be overcome to deliver the scheme.

The council always considered NR direct project delivery, but it was always a more expensive option. NR costs for the last procurement was £5m higher than the council's direct delivery option.

The project has had several issues, mainly to do with risk, increasing costs and constrained funding; leading to the Phase 1 being put largely on hold at the end of 2022. Phase 2 has continued to be developed in 2023 and the Council now wishes to restart Phase 1 to catch up and be coordinated as a whole scheme.

From the lessons learnt from the two failed procurement attempts it became apparent that the council does not have the resources (Human and technical capacity) to deliver this complex, strategic regeneration project directly.

The council's project delivery team working with our legal and procurement colleagues explored various options and procurement packages:

Option 1: Thurrock Council delivers the project directly.

Option 2: Thurrock Council as "*funder*" and delegates direct project delivery

- (a) the station rebuild – Phase 1 and the Interchange- Phase 2 separately.
- (b) Station re- build and Interchange Phases 1 and 2 combined.

Due to the site constraints of phase 1 with the Mucking Creek on one side and rail tracks on the other, there is no space for a construction compound. Therefore, the site for Phase 2 is ideal for that purpose creating an interdependency.

Frameworks which are Network rail approved were considered for design and build with Early Contractor Involvement (ECI). Pagabo's Civils and Infrastructure framework or Procure Partnership's Infrastructure framework were considered most suitable as they are more specialised.

The council's final decision is to take on the Role of "Funder" and Network Rail take over direct project delivery through an implementation agreement, as the ongoing Beaulieu Railway Station development.

Lessons learnt from the last procurement attempts include:

- (i) The need to maintain a lesson learned log for the current procurement exercise.
- (ii) The Project team must have clear roles and responsibilities.
- (iii) The Council's internal Legal team should undertake the required legal work. If not feasible, then Legal should be involved in the selection and directing of external legal support.
- (iv) The project is to be set up and administered in line with "Government Construction Playbook."
- (v) Bring this to attention of the SRO as early as possible so it can be considered during options appraisal.
- (vi) Engage with market early to understand capability, appropriate form of contract, procurement method, procurement route, etc.
- (vii) Understand the various NEC options and its effect on the contracting model.
- (viii) Test contracting model with market for feedback, during market engagement."
- (ix) Undertake procurement option appraisal and test with stakeholders/ market, to achieve the most appropriate option.
- (x) Do not simply replicate all the technical documents from the previous procurement exercise. Ensure the tender documentation including specifications and Terms & conditions are clear and unambiguous.
- (xi) Ensure all technical documents are issued to bidders with the ITT, in logical format and order, rather than drip-feeding bidders documents during the tender period.
- (xii) Use a robust form of contract with no gaps and ambiguities.

- (xiii) Agree at the outset with the Project Manager, the individual names of tender evaluators from partner organisations, i.e., not just “NR” or “c2c”.
- (xiv) Bring risks to attention of the Project Team as early as possible for risk analysis to be undertaken so risk can be appropriately apportioned and mitigated.
- (xv) Discuss risks with suppliers during market engagement so it can be apportioned to the party most apt to manage the risk."
- (xvi) Consider alternative options for delivery.
- (xvii) Pull together action plan to restore market faith in the Council's ability to procure works (if considering competitive exercise)."

4.2. Preferred procurement and contracting strategy:

For buildability and from lessons learned the proposed procurement/ contract strategy is to appoint Network Rail as Implementation partner for phases 1 & 2 (Station rebuild and Interchange) combined in line with the current capital delivery procurement plan.

Procurement at Network Rail takes place on two levels: Route Services or Capital Project directly through regions. Following the devolution of Network Rail as part of the Putting Passengers First programme accountability for the delivery of capital works projects moved to five capital delivery directors within the regions.

To support this, some services, particularly within capital delivery are procured directly through the regions but assurance of capital works projects remains centrally managed in the organisation.

Network Rail have confirmed that these projects will be procured through the Capital Project Delivery route.

4.3. Procurement experience:

As an alternative to carrying out the procurement exercises for reasons explained in the lessons learnt above, Thurrock Council has decided to allow Network Rail to take over the direct project delivery with the council acting as “funder” since NR possess more resources (human and technical) and relevant project and procurement experience.

Another delivery partner considered was c2c who have similar resources and experience but deferred to the station landowners “*Network Rail*” and were ready to take up the challenge if Network Rail declined the “offer”. C2c are currently leading the project delivery of Barking Train station.

Network Rail are successfully implementing a similar project with Essex County Council via the Capital project delivery route in Beaulieu New Railway Station.

The new station is part of a wider regeneration of the Beaulieu Park estate in Chelmsford with new road infrastructure and homes. Essex County Council, in partnership with Chelmsford City Council, successfully secured funding from the Government’s Housing Infrastructure (HIF) fund, the South East Local Enterprise Partnership, the developers of Beaulieu, Countryside and L&Q.

The new Beaulieu station like the Stanford-le-Hope station has been designed to support the wider economic development of the area and will include:

- Three platforms with a central loop line and new tracks
 - Step free access to all platforms via 2 lifts
 - Accessible toilets, baby change facilities, waiting area and space for retail/catering.
 - Ticketing facilities, with ticket vending machines and a gate line
 - Pedestrian and cycle access routes to the station
 - 500 spaces for cycle parking and storage
 - A bus interchange including bus stands for local services.
 - Pick up and drop off area with dedicated taxi bays.
- Car Parking, motorcycle spaces, dedicated parking for station staff, emergency services, and a dedicated space for service access



Source : <https://www.networkrail.co.uk/running-the-railway/our-routes/anglia/improving-the-railway-in-anglia/beaulieu-station/>

4.4. Competition issues:
Not Applicable.

4.5. Human resources issues:

The council has given top priority to the delivery of the SLH development including a replacement station building. A dedicated Thurrock Council Programme Manager is assigned to the SLH Phases 1 & 2.

Network Rail have assigned the following resources: the Capital Delivery team, Station Portfolio Surveyor, ASPRO team, Requirements team, Sponsor and Senior Sponsor. As the project progresses more resources will be assigned as and when required.

4.6. Risks and mitigation:

Thurrock Council and c2c have signed up to a Development Agreement to “work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and reduce cost”.

The council also has a Basic Asset Protection Agreement (BAPA) with Network Rail.

Risk	RAG rating (June 2023)	Change since last cabinet meeting	Current RAG rating (November 2023)	Risk Owner	Progress & Actions
Existing funding is insufficient to deliver Phases 1 & 2.	Red	→	Red	Thurrock Council	Preliminary costs estimate identified £5.6m gap funding being sourced.
Consent for any proposed funding with capital borrowing implications refused by DLUHC/Treasury (HMT).	Red	↓	Green	Thurrock Council	Backup plan is funding from Freeport - Business rates
Statutory consultees object to Phase 2 planning application.	Red	↓	Green	Thurrock Council	All Comments from statutory consultees have been resolved and there is no outstanding objection.
Delays to the delivery from sign off for statutory approvals from Network Rail/c2c.	Amber	→	Amber	Network Rail	Engage with Network Rail/c2c to ensure timely grant of statutory approvals.
Increasing costs of project delivery due to delays and inflation.	Red	↓	Amber	Thurrock Council	Mitigate costs increases and value engineer from design reviews.
Managing the interdependency of phases due to site constraints.	Amber	→	Amber	Network Rail	Construction Planning with Phase 2 site as construction site while Phase 1 is built.
Not starting Phase 1 before planning permission expires in July 2024	Amber	→	Amber	Thurrock Council	Plan and collaborate with all to ensure construction commences before July 2024

Table 18: Risks and Mitigations Summary

4.7. Maximising social value:

With Network Rail leading the project delivery their social values will apply. Social Value is a standard question within Network Rail frameworks, prequalification questionnaires and project tenders for both professional services and solution delivery. Network Rail is also a contributor to the Social Value Taskforce. This was formed to provide further information and practical guidance of how to apply the Social Value Act 2012 and what the real

benefits are. They provide a steer on social value as well as supplier engagement workshops and feedback events.

Tender specifications will provide the project team with a means to incorporate appropriate economic, social and environmental requirements to deliver a project that respects and advances the well-being of the local area.

Network Rail have extended their “Fair payment Charter” to commit tier 1 suppliers to pay their subcontractors within 28 days to replicate the same terms with Network Rail. It also removes the use of retentions on those payments, something that has long been an area of debate across the industry due to the detrimental effect it can have on smaller suppliers’ viability.

These changes are part of several improvements being made to help create a healthier environment for suppliers at all levels and will result in the rail industry becoming the first sector within the wider UK construction industry to enforce these payment measures, overhauling the way large contractors do business with their supply chain.

The Fair Payment Charter is about recognising that cash flow is the ‘life blood’ for every supplier by committing to pay for goods and services in a fair, predictable, and timely way. Culturally, it sends a huge signal as to the value Network Rail places on a sustainable supply chain and the way they want to do business.

5. FINANCIAL CASE

The Financial Case determines whether the scheme will result in a fundable and affordable Deal. It presents the funding sources and capital requirement by year, together with a Quantitative Risk Assessment (QRA), project and funding risks and constraints. All costs in the Financial Case should be in nominal values.

The profile of funding availability detailed in the Financial Case needs to align with the profile of delivery in the Commercial Case.

5.1. Total project value and funding sources:

The total project cost is estimated at **£34.710m**.

The total spend to date is £13.51m. This includes demolition costs of the previous station building, land acquisition for the Transport Interchange facility and ongoing design and other professional costs. All of this is treated as sunk cost, except for the land cost (£4.3m in March 2020) which is an opportunity cost.

Source	Funding Type	Total Funding
Thurrock Council (back up)	Public sector – loan from Prudential	(£14,860,000.00)
South East Local Enterprise Partnership (SELEP)	Public sector – grant funding	£7,500,000.00
South East Local Enterprise Partnership (SELEP)	Public sector – grant funding	£5,400,000.00
National Station Improvement Programme (NSIP)	Public sector – grant funding	£3,050,000.00
Section 106 - Butts Lane 10/50235/TTGOUT	Private sector developer contribution	£1,600,000.00
C2C	Private sector TOC contribution	£750,000.00
Section 106 – DP World	Private sector developer contribution	£550,000.00
Freeport	Business Rates	£14,860,000.00
Freeport	Thames Freeport Seed Capital Active Travel	£1,000,000.00
TOTAL		£34,710,000.00

Table 19: Total Project value & funding sources

The scheme is 90% funded by the public sector and 10% by the private sector. The SELEP grant covers 26% of the remaining total project cost.

5.2. SELEP funding request, including type (LGF, GPF, etc.):

The initial SELEP funding secured was for a £7.5m capital grant.

A further LGF grant of £5.4m for gap funding is requested via change request to be approved by SELEP Accountability Board in February 2024 from the Grays project.

5.3. Costs by type:

Cost type	Expenditure Forecast (£)					Total
	Actual spend to 2022/23	23/24 £000	24/25 £000	25/26 £000	26/27 £000	
Capital [For example by stage, key cost elements for construction, and other cost elements such as contingency, overheads and uplifts]	13,226					13,226
Detailed Design		0.900	1,000	0.850		2,750
Construction		1,752	7,658	4,650		14,060
Risks & Contingency		0.909	2,165	1.550		4,624
Non-capital [For example revenue liabilities for scheme development and operation]						
QRA						
*Monitoring and Evaluation					0.050	0.050
Total funding requirement	13,226	3,561	10,823	7,050	0.050	34,710
Inflation (5.1%)						Inclusive in risks

Table 20: Costs breakdown by type

* Funds for Monitoring and Evaluation are inclusive of funds in Table 2 & 19

5.4. Quantitative Risk Assessment (QRA):

The Quantitative Risk Assessment (QRA) was carried out as part of August/September 2023 cost estimate update. The risk and contingency allowances were based on the QRA (see attached as Appendix H).

The unit rates/costs were obtained from 3 different sources: Rate from similar tendered project; Spans Civil Engineering and Highway Works Edited by AECOM and rate obtained from discussion with contractors.

5.5. Funding profile (capital and non-capital):

Financial Profile (£m)					
Funding source	Actual spend to end 2022/23	Expected spend 2023/24	Expected Spend 2024/25	Expected spend 2025/26	Total
Capital source 1 Thurrock Council (back up)	3.453	0.434	5.773	5.200	-14.860
Capital source 2 SELEP	7.500	0	0	0	7.500
LGF (Gap funding)	0	0	3.300	2.100	5.400
Non-capital source 1... c2c/NSIP	0.740	3.060	0	0.	3.800
Non-capital source 2... DP World	0	0	0.550	0	0.550
S.106	1.533	0.067	0	0	1.600
Freeport (Business rates)	3.453	0.434	5.773	5.000	14.860
Freeport (active travel)	0	0	1.000	0	1.000
Total funding requirement	13.226	3.561	10.823	7.100	34.710

Table 21: funding profile – capital or non-capital sources

5.6. Funding commitment:

Cost overruns will be met by Thurrock Council (Lead Applicant) as the DP World S106 and c2c NSIP funding are fixed contributions.

SELEP contributions are currently capped at the offer awarded (£7.5m).

A request for additional funding from SELEP of £5.4m

A Signed letter needed from Section 151 officer attached as Appendix A

5.7. Risk and Constraints:

Risk	Likelihood Score	Impact Score	Risk Rating (L x I Score)	Mitigation
Statutory approvals/ agreements leading to programme delay.	2	4	8	Progress planning for Phase 2 and GRIP 5 for Phase 1 as priority. Early/ongoing engagement with key Stakeholders.
Failure to secure a Design and Build contractor	1	4	4	Thurrock Council has proposed direct project delivery to Network Rail who have preapproved contractors.
Scheme does not secure the full funding required to complete the scheme	2	3	6	Revised business case for approval by the Accountability Board illustrating value for money and delivery of the required project outputs.



Construction within a constrained site delays the scheme implementation	2	2	4	Detailed site surveys undertaken in both sites. Further technical reviews planned before the GRIP 5 detailed design stage.
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Table 22: Risks and Constraints

6. MANAGEMENT CASE

The management case determines whether the scheme is achievable and capable of being delivered successfully in accordance with recognised best practice. It demonstrates that the spending proposal is being implemented in accordance with a recognised Programme and Project Management methodology, and provides evidence of governance structure, stakeholder management, risk management, project planning and benefits realisation and assurance. It also specifies the arrangements for monitoring and evaluation in terms of inputs, outputs, outcomes and impacts.

6.1. Governance:

The Thurrock Council project delivery team is made up of:

Project Sponsor: **Mark Bradbury (Director of Place)**

Responsibilities:

- Works closely with the Chief Executive and Leader to actively oversee Programme Delivery, including providing updates on Programme delivery performance into relevant Governance forums.
- Reporting & Escalation to SLT via Change Board or the Capital Programme Board as required.
- Presentation to Scrutiny Committee and Cabinet

SRO: **George McCullough (Interim Head of Regeneration)**

Responsibilities:

- Escalates matters to the Director, SLT or the Capital Programme Board as required.
- Presentation to Scrutiny Committee and Cabinet

Interim Programme Manager: **Christine Ogunkanmi:**

Responsibilities:

- Develop, plan, implement and manage the SLH projects.
- Stakeholder management
- Project Performance Management
- Financial Management within project budgets
- Change Management
- Lead Officer Project Officers Workgroup
- Procure and Manage Consultants teams ensuring compliance to project and programme objectives.
- Risk Management

SRO/PM have a regular project update meeting at least once a week.

Project (Stakeholders Engagement) Group’s Purpose

The Stakeholder Engagement group serves as the decision making body for Stanford-le-Hope Transport Package scheme delivery to be attended by all key project stakeholders and funders. It is also a forum to brief key stakeholders on progress, risks, issues and next steps.

Project Board’s Purpose

- The purpose of the Stanford-le-Hope Board is to provide direction and monitor the delivery of the Stanford-le-Hope Programme (Phases 1: Station & 2 Transport Interchange) and ensure accountability through formal Council governance.
- To provide oversight and scrutiny of the delivery programme
- To formally monitor and evaluate the benefits of the Stanford-le-Hope Programme.
- Agree matters outside the control &/or ability of the Board to resolve for escalation within respective Thurrock Council (TC) governance.

Process Management

Control, manage by exception and delegate to the project management team. Document storage is on a shared drive for the design team, project team and other key stakeholders where necessary.

Governance Structure

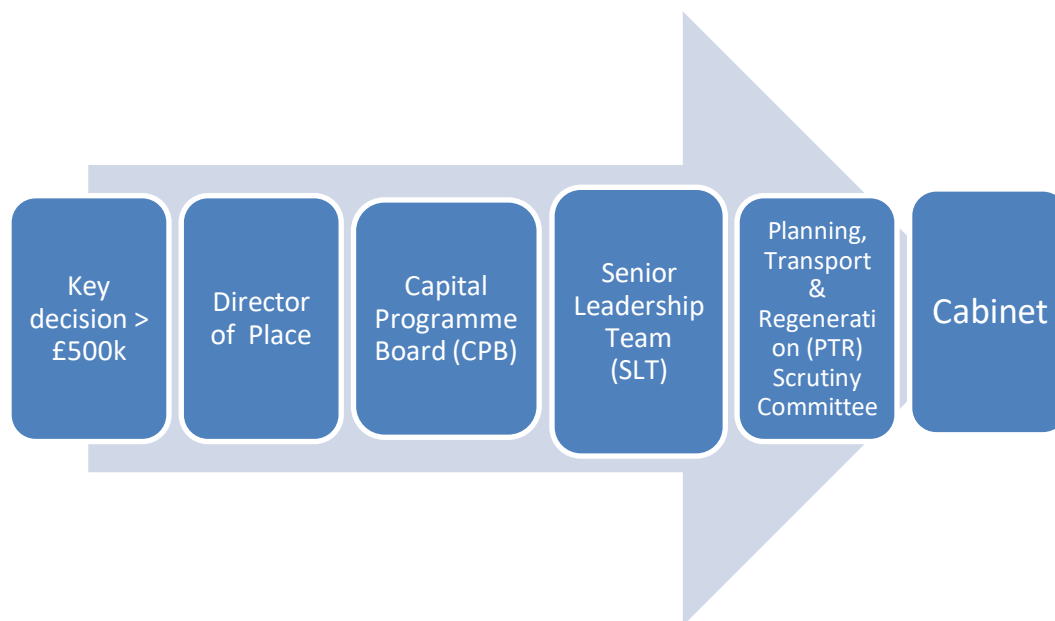


Figure 6: Thurrock Council Project Governance

A decision with financial impact > £500k requires a cabinet decision for approval. The cabinet report will go through Capital Programme Board,

Senior Leadership Team (SLT) and FRB for the commissioners to sign off all new borrowing due to the section 114 notice.

Delivery Approach

The proposed delivery approach is direct day to day scheme project delivery by Network Rail (NR) with day-to-day reporting to the Thurrock Project management team.

NR will be responsible for design, management and coordinating both phases which includes the commissioning of the GRIP 5- 8 onwards after the GRIP 4 assurance process.

6.2. Approvals and escalation procedures:

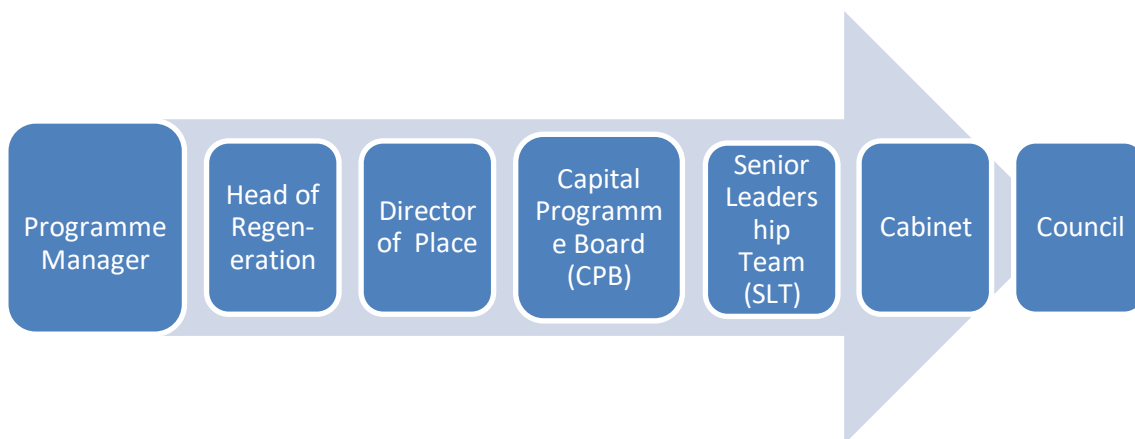


Figure 7: Approvals & escalation procedures

6.3. Contract management:

[Explain your approach to ensuring that outputs are delivered in line with contract scope, timescale and quality; max. 0.5 pages.]

Effective Contract administration as follows:

- Clearly defined scope requirements, timescales, and quality in signed contract
- Monthly or regular progress meetings to review progress of the different workstreams.
- Early warning system when necessary if any slippage
- Escalation as required if any of there are any issues with the outputs.
- Change Management process defined with timescales.
- Clearly defined roles and responsibilities
- Regular Reports to the Capital Programme Board

Once Network Rail take over direct project delivery there will be contract management by the councils Programme Board of the Implementation Agreement.

6.4. Key stakeholders:

Key stakeholders: are Network Rail (Landowners), c2c (station lease operator), funders: SELEP, DP World, Thames Enterprise Park, Relevant

council departments: Transport/Highways, Property, First Bus: Private Bus operating company and Residents Representative – Paul Ward.

The SLH Programme Manager holds weekly catch-up session with the key stakeholders.

What dates have stakeholder workshops and engagement taken place on?

In addition to some weekly face to face meetings and individual teams meetings with key stakeholders, there have been monthly stakeholder engagement workshop via teams on.

7th June 2023.

Monthly Key Stakeholder Engagement workshops were held on 7th July 2023, 8th August 2023, 7th September 2023, 6th October 2023, 9th November 2023, December 2023 and 9th January 2024.

STAKEHOLDER	AREAS OF INFLUENCE / INTEREST	ENGAGEMENT APPROACH	ENGAGEMENT TOOLS	FREQUENCY OF ENGAGEMENT
Network Rail (Landowner)	Regulatory Compliance Disruption of existing infrastructure Development of new infrastructure	Consult/Engage	Face to face Emails Meetings/ Workshops	Less frequent As required. Monthly stakeholder meetings
c2c (Leaseholder SLH Train station)	Disruption of existing infrastructure Development of new infrastructure	Consult /Engage	Online - Teams Information Boards	Weekly via teams Monthly stakeholder meetings
Residents Representative – (Paul Ward)	Community Local impact & Opportunities	Consult/Engage	Online - Teams Online - Teams	As required. Monthly stakeholder meetings
DP World/ Thames Enterprise Park/ Freeport	Development of new infrastructure	Consult/Engage	Online - Teams	As required Monthly stakeholder meetings
First Bus	Economic	Engage	Online - Teams	Monthly stakeholder meeting
Thurrock Council: Capital Programme Board (CPB) Transport/ Highways/ Property/Finance/ Asset	Regulatory, Compliance, Governance Funding/ Finance	Consult/Engage	Face to face Online - Teams	As required. Monthly Officers meeting

Management, Strategic Property Board (SPB)				
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Table 23: Stakeholder Engagement Plan

Some engagement findings and how these have been incorporated into scheme development?

These include some existing features on site such as:

- the Public Footpath 36 which enters the Transport Interchange site (now indicated in design and linked to proposed pedestrian walkway reducing travel time from new residential developments to the station)
- The temporary station ticket offices (now shown on drawing and marked to be removed when the new station building is completed)

6.5. Equality Impact:

The GRIP 5 design will be developed by the Network rail “preferred contractor” who will undertake an Equalities Impact Assessment and ensure that the design meets the new Design Standards for Accessible Railway Stations 2015 Code of Practise that was issued by DfT.

6.6. Risk management strategy:

Thurrock Council and c2c have signed up to a Development Agreement for Phase 1 which states that the partners are to “work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and reduce cost”.

The GRIP process governs how risks associated with the station design and construction are identified, mitigated or removed, and re-evaluated at each GRIP stage. The process is very robust, is well documented and calls for a Quantified Risk Assessment at GRIP 3 which is then re-assessed and updated at each subsequent stage. Part of this assessment is to assign risks to relevant owners for action.

The works also fall under the Common Safety Method (CSM) which Network Rail actions as part of the design development and is a further method of risk and hazard identification, mitigation and elimination.

When the scheme is ready to move on to the detailed design stage and construction phase (GRIP 5-8), an Implementation Agreement will be put in place between Network Rail and the “funding party” – Thurrock Council. This will likely be developed back-to-back with the contract between Network Rail and the delivery contractor.

These contracts will specify ownership of risk based on who is best placed to manage the risk and specific parties’ responsibilities should cost overruns materialise, depending on the reason for the overrun. Network Rail will also have a Risk Fee Fund in place – this will allow Industry related risks to be managed outside of the project and gives a mechanism of redress to the external client for risks.

Further details in Appendix B – Risk Management Strategy.

6.7. Work programme
Attached as Appendix C.

6.8. Previous project experience:

[Describe previous project experience and the track record of the project delivery team (as specified above) in delivering projects of similar scale and scope, including whether they were completed to time and budget and if they were successful in achieving objectives and in securing the expected benefits; max. 0.5 pages.]

Direct Project Delivery is proposed by Network Rail which has many years of successfully delivering similar projects like the ongoing Beaulieu New Railway Station. Network rail is currently delivering the Beaulieu New railway Station where Essex County Council, Chelmsford City Council, Network Rail and Countryside Zest as the scheme partners have all signed up to a Memorandum of Understanding (MoU).

Previous projects successfully executed by Network include Network Station improvement projects include the [Stratford station improvements - Network Rail](#), Cambridge South and London Liverpool Station as well as New Railway Stations that have opened since 1 April 2023 are Reading Green Park, Marsh Barton, Thanet Parkway, Portway Park & Ride, Headbolt Lane, Brent Cross West and East Linton.

6.9. Monitoring and Evaluation and Benefits Realisation
(see attached benefits realisation plan)

6.91 Logic Map

Objectives	Inputs	Outputs	Outcomes	Impacts
<p>Objective 1: To ensure that railway station capacity at Stanfords-le-Hope does not constrain rail demand, as it continues to increase post-Covid (to at least 1.2m station passengers per annum by 2034 and with the build out and occupation of the DP World and Thames Enterprise Park employment sites, whilst meeting their travel plan commitments.</p> <p>Objective 2: To provide a railway station facility that is convenient, safe and pleasurable to both use and access with a high quality bus interchange, appropriate road crossing facilities and platforms of</p>	<p>Grant Spend £10.5m LGF £7.5m NSIP £3m</p> <p>Gap funding £6.6m (Change request to SELEP) LGF £5.4m Freeport £1m</p> <p>Matched Contributions Spend £2.9m DP World 0.55c2c £0.787 s106 £1.596m</p> <p>Leveraged Funding £14.7m</p>	<p>New, larger, station building with passenger toilets, a widened platform, level access to the building and station platforms and real time information systems.</p> <p>A multi modal interchange consisting of:</p> <ul style="list-style-type: none"> • Car parking spaces • Bus turnaround facility • 2 car passengers drop off spaces with landing island • 2 taxi rank positions with landing island and shelter • Secure cycle parking spaces • E-bikes and charging provision. <p>A new uncontrolled crossing between the station and multi modal interchange.</p>	<p>Increased rail station capacity capable of accommodating significant increases in rail passengers.</p> <p>Increased rail usage with significant modal shift from the car. (1.2m pa by 2034)</p> <p>Increased uptake of sustainable Transport modes for access and egress from the station, with significant modal shift from the car. (171 one-way cycle trips per day)</p> <p>Reduced walk time to and from the station from neighbouring housing sites. (4 minutes)</p> <p>Reduced shuttle bus journey time. (4 minutes in vehicle time)</p>	<p>Reductions in generalised travel costs for users.</p> <p>Lower congestion, resulting in reductions in generalised travel costs for non-users.</p> <p>Reduced carbon emissions.</p> <p>Improved air quality.</p> <p>Reduced noise pollution.</p> <p>Improvements in health outcomes.</p>

<p>adequate size by 2026.</p> <p>Objective 3: To increase the use of sustainable Transport modes (walking, cycling, bus) as an access mode to the railway station to 10% or less mode share by 2034.</p>		<p>A new pedestrian connection directly into the multi modal Transport interchange from neighbouring housing development sites.</p>	<p>Improved journey quality from new and improved facilities.</p>	<p>Reduced workplace absenteeism and associated economic impact.</p> <p>Increased TOC revenue.</p> <p>Value for money.</p>
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Table 24: Logic Map:

7. DECLARATIONS

<i>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?</i>	No
<i>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</i>	No
<i>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?</i>	No

If the answer is “yes” to any of these questions please give details on a separate sheet of paper of the person(s) and business(es) and details of the circumstances. This does not necessarily affect your chances of being awarded SELEP funding.

I am content for information supplied here to be stored electronically, shared with the South East Local Enterprise Partnerships Independent Technical Evaluator, Steer, and other public sector bodies who may be involved in considering the business case.

I understand that a copy of the main Business Case document will be made available on the South East Local Enterprise Partnership website one month in advance of the funding decision by SELEP Accountability Board. The Business Case supporting appendices will not be uploaded onto the website. Redactions to the main Business Case document will only be acceptable where they fall within a category for exemption, as stated in Appendix F.

Where scheme promoters consider information to fall within the categories for exemption (stated in Appendix F) they should provide a separate version of the main Business Case document to SELEP 6 weeks in advance of the SELEP Accountability Board meeting at which the funding decision is being taken, which highlights the proposed Business Case redactions.

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. Any expenditure defrayed in advance of project approval is at risk of not being reimbursed and all spend of Local Growth Fund must be compliant with the Grant Conditions.

I understand that any offer may be publicised by means of a press release giving brief details of the project and the grant amount.

<i>Signature of applicant</i>	
<i>Print full name</i>	<i>Mark Bradbury</i>
<i>Designation</i>	<i>Director of Place</i>

8. APPENDIX A - FUNDING COMMITMENT

Draft S151 Officer Letter to support Business Case submission

Dear Colleague

In submitting this project Business Case, I confirm on behalf of [Insert name of County or Unitary Authority] that:

- *The information presented in this Business Case is accurate and correct as at the time of writing.*
- *The funding has been identified to deliver the project and project benefits, as specified within the Business Case. Where sufficient funding has not been identified to deliver the project, this risk has been identified within the Business Case and brought to the attention of the SELEP Secretariat through the SELEP quarterly reporting process.*
- *The risk assessment included in the project Business Case identifies all substantial project risks known at the time of Business Case submission.*
- *The delivery body has considered the public-sector equality duty and has had regard to the requirements under s.149 of the Equality Act 2010 throughout their decision-making process. This should include the development of an Equality Impact Assessment which will remain as a live document through the projects development and delivery stages.*
- *The delivery body has access to the skills, expertise and resource to support the delivery of the project*
- *Adequate revenue budget has been or will be allocated to support the post scheme completion monitoring and benefit realisation reporting*
- *The project will be delivered under the conditions in the signed LGF Service Level Agreement with the SELEP Accountable Body.*

I

note that the Business Case will be made available on the SELEP website one month in advance of the funding decision being taken, subject to the removal of those parts of the Business Case which are commercially sensitive and confidential as agreed with the SELEP Accountable Body.

Yours Sincerely,

SRO (Director Level)
S151 Officer

9. APPENDIX B – RISK MANAGEMENT STRATEGY

Description of Risk	Impact of Risk	Risk Owner	Risk Manager	Likelihood of occurrence (Very Low/ Low/Med/ High/ Very High) (1/2/3/4/5) *	Impact (Very Low/ Low/ Med/ High/ Very High) (1/2/3/4/5) **	Risk Rating	Risk Mitigation
Existing funding is insufficient to deliver the project		Thurrock Council		1	4	4	Gap funding of £5.6m identified from cost update with change request to be made to Accountability Board
Delays from sign off for station change requests from Network Rail and c2c for proposed works as part of the GRIP 5 (detailed design) process.	Delays to the delivery programmes of both Phases			1	3	3	Early and ongoing engagement with Network Rail and c2c to ensure timely grant of any station change requests.
Increasing costs of project delivery due to further delays and inflationary pressures.				5	5	25	Enter into an implementation agreement with Network Rail for Project asap

Table 25: Risk Management Strategy

* Likelihood of occurrence scale: Very Low (1) more than 1 chance in 1000; Low (2) more than 1 chance in 100; Medium (3) more than 1 chance in 50; High (4) more than 1 chance in 25; Very High (5) more than 1 chance in 10.

** Impact scale: Very Low (1) likely that impact could be resolved within 2 days; Low (2) potential for a few days' delay; Medium (3) potential for significant delay; High (4) potential for many weeks' delay; Very High (5) potential for many months' delay

Please note, not all sections of the table may require completion.

10. APPENDIX C – GANTT CHART

Tasks	Start date	Finish date	2023			2024				2025			2026		
			Apr - Jun	Jul - Oct	Nov - Dec	Jan - Mar	Apr - Jun	Jul - Sept	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sept	Oct - Dec	Jan - Mar	Apr - Jun
Production of Options of SLH phase 2 design	April 2023	June 2023													
Submit Planning Application for Phase 2	July 2023	Oct-2023													
Cabinet Report	Oct-23	Oct-23													
Key Milestones/Deliverables															
Reactivation of Phase 1: Station Building	Sep-23	Jan-24													
Network Rail take-over	Jan 2024														
Phases 1 & 2: Early Work on site	Apr-24	Jun-24													
Phase 2 Construction	Oct 24	Jun-25													
Phase 1: GRIP 5	August 2024	Feb 25													
Phase 1: Main Construction	July 2025	June 2026													

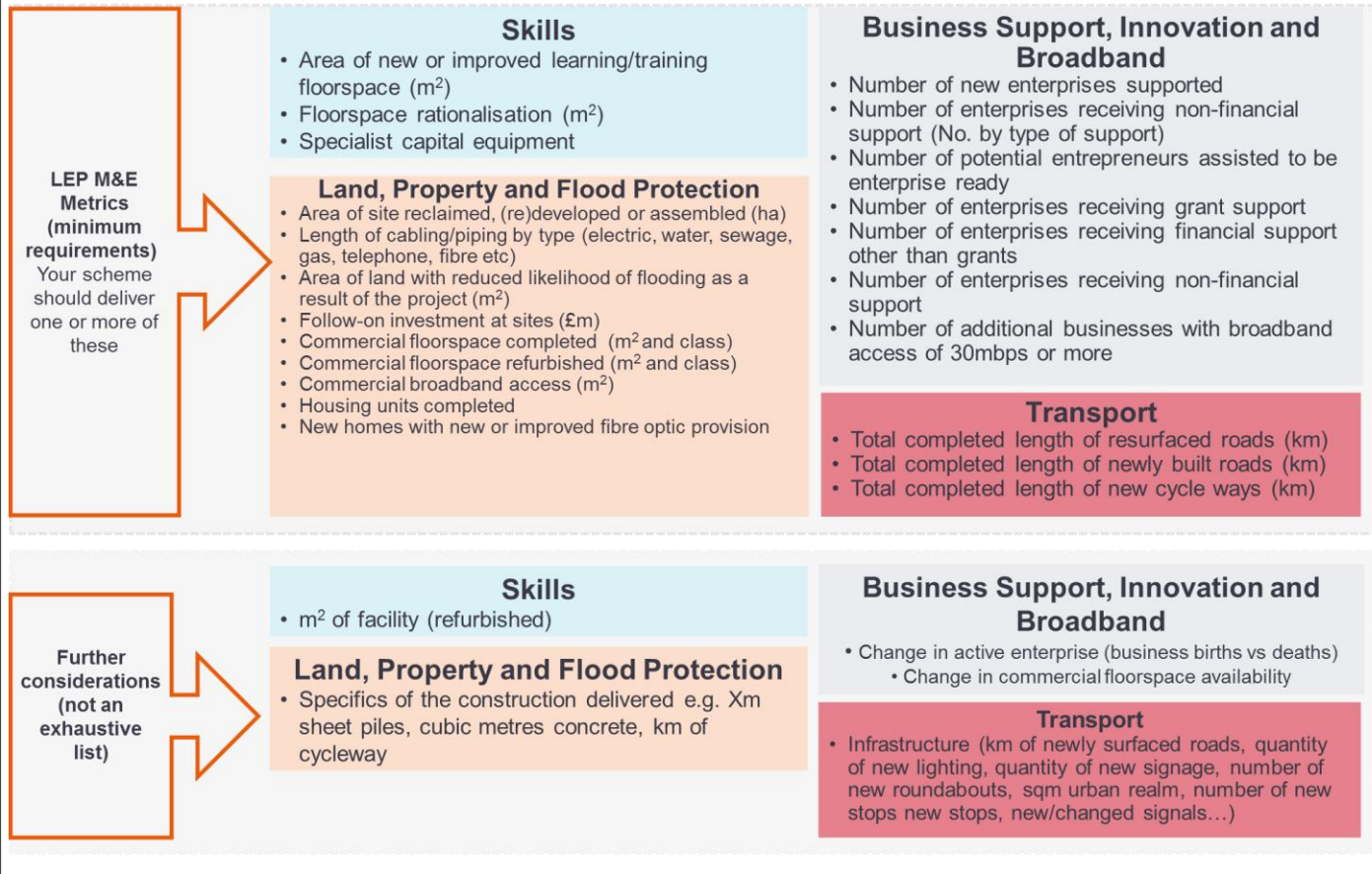
Table 26: Programme

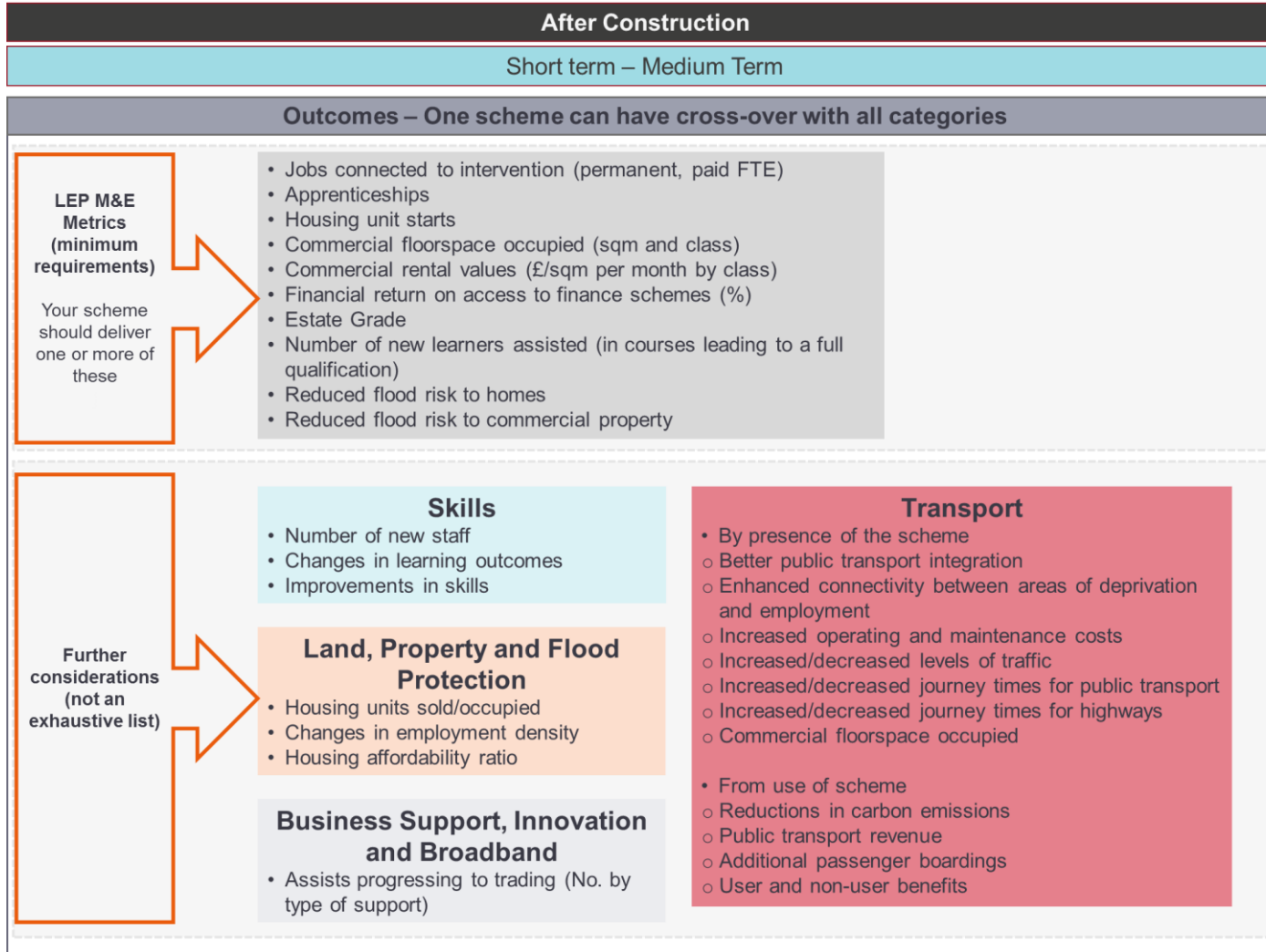
11. Appendix D – Monitoring and Evaluation Metrics for Logic Map

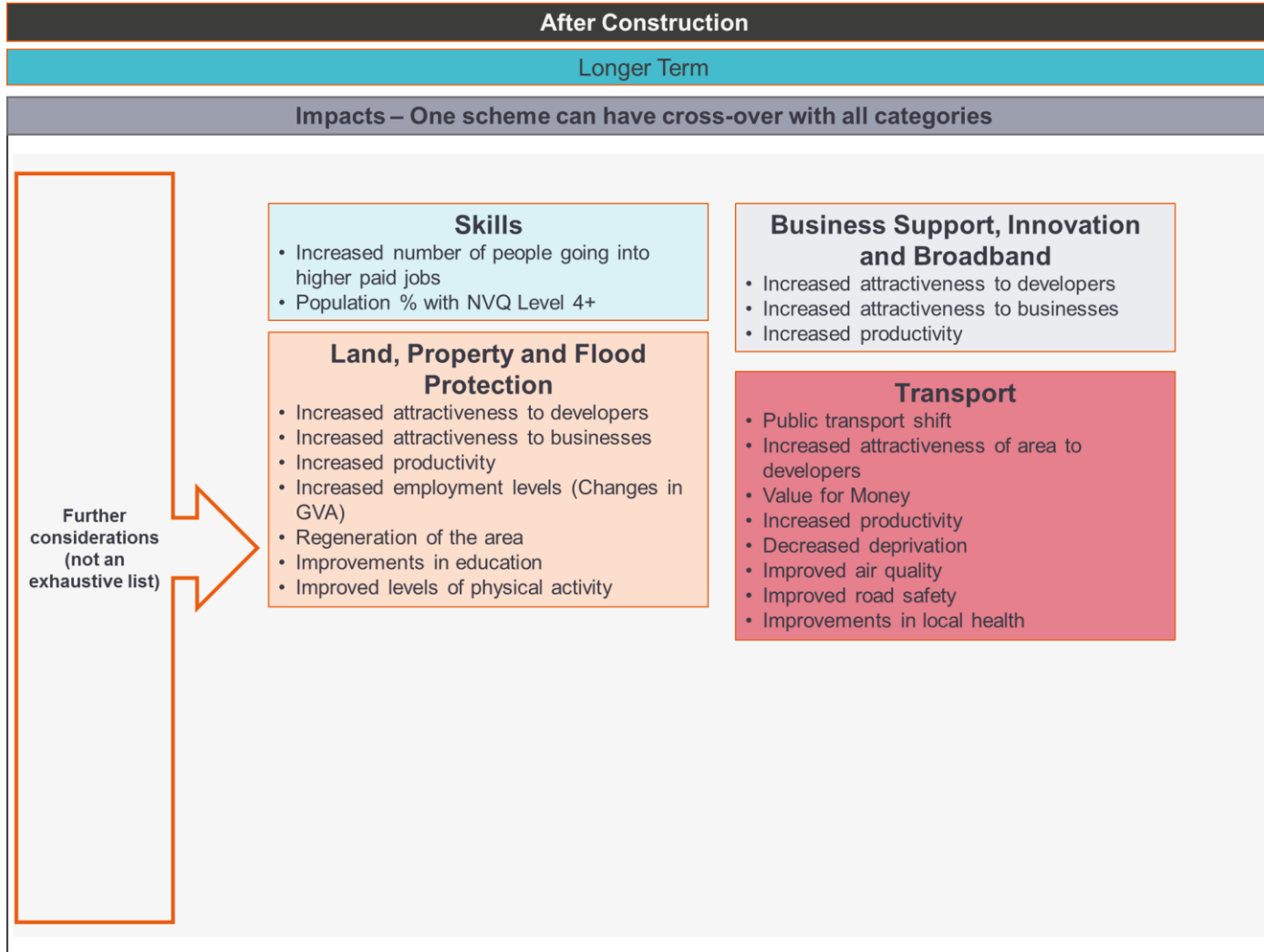
After Delivery

Immediate

Outputs – One scheme can have cross-over with all categories







12. Appendix E: Monitoring and Evaluation Plan and Baseline Report Templates

MONITORING AND EVALUATION PLAN

PURPOSE

- The Monitoring and Evaluation Plan details what the intended inputs, outputs, outcomes and impacts are of the scheme. These values will most likely come from the Business Case but may also come from supplementary documentation associated with the scheme.
- The Monitoring and Evaluation Plan details how inputs, outputs, outcomes and impacts will be measured in the One Year After Opening Report and the Five/Three Years After Opening Report and any associated costs.
- The Monitoring and Evaluation Plan also outlines the proposed approach to measuring the baseline information for each of the inputs, outputs, outcomes and impacts and any costs associated with this.
- When the baseline information has been collated, it is reported upon in the Baseline Report template.

A NOTE ON COSTS

The Monitoring and Evaluation of a scheme will rely on internal resource and potentially, some external resources. Both could come at a cost either in terms of time or money.

The Monitoring and Evaluation Plan is to be completed as part of the Business Case. At the same time, a Baseline Report would also be completed.

The costs that are anticipated for the collation of the Baseline Report are therefore current costs. However, the costs incurred for data collection for the One Year After Opening Report and Five/Three Years After Opening Report would occur in the future. Therefore, it is important to consider the effect of inflation on these costs.



AN OVERVIEW TO THE MONITORING AND EVALUATION PROCESS

The following provides information on the process for Monitoring and Evaluation and how the reports fit into this process.



PROPORTIONATE APPROACH TO COMPLETING THE REPORT

The LGF supports a wide range of schemes in terms of scope and capital costs.

The Monitoring and Evaluation process has been designed to be aligned to the scale of the scheme based on its total delivery value (including LGF allocation). As a minimum, the number of jobs and housing brought forward by the scheme should be considered. These are factors which the Department for Levelling Up, Housing and Communities (DLUHC) consider to be key outcomes of LGF schemes.

The following is an indicative guide to which inputs, outputs, outcomes and impacts should be included within the Monitoring and Evaluation process for different scales of intervention.

This is based on the scale of the total value of each scheme or the value of a package in totality. Where there are complementary phases of a scheme that are funded at different times, consider establishing the Monitoring and Evaluation for the overall scheme delivered.

Value of Scheme/Package	Inputs	Outputs	Outcomes	Impacts
Under £2m	As described within the report templates	As described within the report templates	Number of jobs and houses delivered	n/a
£2m- £8m	As described within the report templates	As described within the report templates	All those prescribed by the LEP and applicable to the scheme/package (see Appendix A supplied separately) Also include any additional outcomes that have a large or moderate benefit / disbenefit in the Business Case	Those relevant to the scheme/package from within the list in Appendix A (supplied separately) Also include any additional impacts that have a large or moderate benefit / disbenefit in the Business Case
More than £8m	As described within the report templates	As described within the report templates	All those prescribed by the LEP and applicable to the scheme/package plus applicable measures from the	Those relevant to the scheme/package from within the list in Appendix A (supplied separately)



			<p>'Further considerations' section (see Appendix A supplied separately)</p> <p>Also include any additional outcomes that have a large or moderate benefit / disbenefit in the Business Case</p>	<p>Also include any additional impacts that have a large or moderate benefit / disbenefit in the Business Case</p>
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STANFORD-LE-HOPE RAILWAY STATION AND TRANSPORT INTERCHANGE

This Monitoring and Evaluation Plan provides the details of the inputs, outputs, outcomes and impacts of the Stanford le Hope Railway Station and transport interchange, how they will be measured, and the costs associated with this for the Baseline Report and One Year After Opening Report and Five/Three Years After Opening Report.

The objectives of the scheme are:

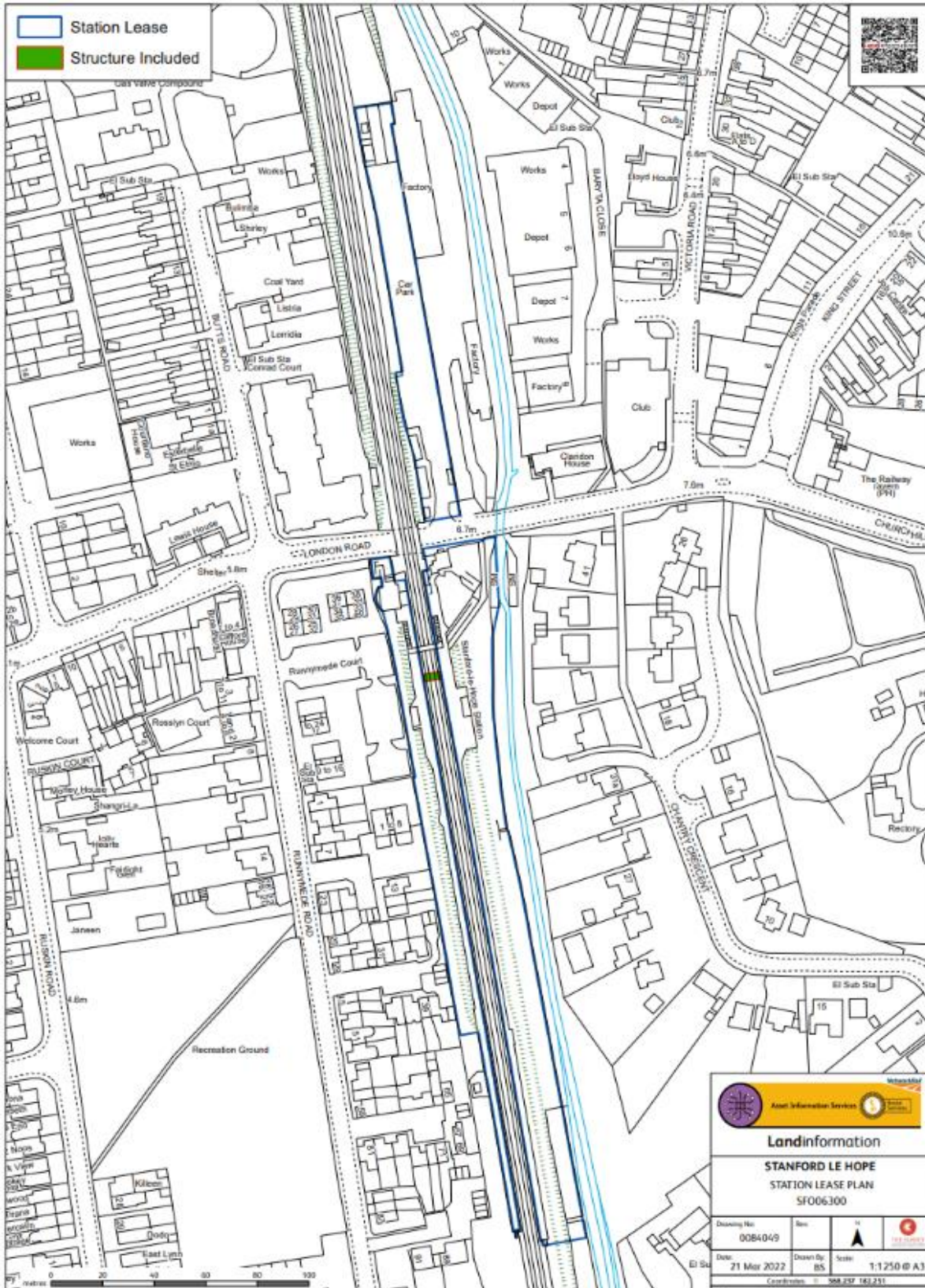
Objective 1: To ensure that railway station capacity at Stanford-le-Hope does not constrain rail demand, as it continues to increase post-Covid (to at least 1.2m station passengers per annum by 2034) and with the build out and occupation of the DP World and Thames Enterprise Park employment sites, whilst meeting their travel plan commitments.

Objective 2: To provide a railway station facility that is convenient, safe and pleasurable to both use and access, with a high-quality bus interchange, appropriate road crossing facilities and platforms of adequate size by 2026.

Objective 3: To increase the use of sustainable Transport modes (walking, cycling, bus) as an access mode to the railway station, reducing single occupancy car trips to the station to 10% or less mode share by 2034.

The geography of the scheme is shown in the following drawings:

Stanford-le-Hope Station, opened in 1854, is situated 48 Kilometres from London Fenchurch Street and serves the town of Stanford-le-Hope itself, as well as a number of neighbouring villages and the industrial areas of London Gateway Port and Thames Enterprise Park. Its location close to the town centre means that it integrates well with bus services and nearby amenities.



INPUTS

This section requires the scheme promoter to provide information about Scheme Spend, Project Delivery, Project Risk and Project Changes. These are referenced against the values in the Business Case.

- Update the table to include actual Financial Years for the period of delivery and approaches to monitor/track these values.
- Note – you may need to extend this table if the funding occurs in a period more than 3 years before your scheme opening date.

ID	Input Description	Source of Value	Monitoring Approach	Frequency of Tracking	Source	Pre-development 2021/22 £000]				Year 4 before opening 2022/23 £000				Year 3 before opening 2023/24 £000				Year 2 before opening 2024/25 £000				Year 1 before opening 2025/26 £000				Post Phase 1 spend 2026/27 £000				
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2			
IN1	Grant Spend	Planned / Forecast	LGF £7.5 LGF £5.4 Freeport £1m	Monthly	Planned/ Forecasted Spend Profile				7.5										1	1	1.3		1.1	1						
IN2	Matched Contributions Spend	Planned / Forecast	NSIP/c2c £3.8m S106 £1.6m DP World 0.550	Monthly	Planned/ Forecasted Spend Profile				0.74 1.533					1.0 0.067	1.06	1.0						.3	.2							
IN3	Leveraged Funding	Planned / Forecast	£14.7m	Monthly	Planned/ Forecasted Spend Profile				2.873	0.20	0.20	0.21		0.23	0.20	0.15	0.37	1.5	1.5	1.2	1.5	2	1.5	1	.5	.25	.25			

Table 26: Inputs monitoring & evaluation plan

Update from LS report and funding profile

INPUT 4: PROJECT DELIVERY AND MILESTONES

- Please complete the table of planned Key Milestones

Milestone	Planned Date of Delivery
Start of project (start spending LGF or match funding) Demolition of existing station building	2019
Public Consultation	Public consultation was undertaken in support of the planning application for the new station (Phase 1) which was granted in July 2021 Public consultation for Phase 2 as part of the planning application took place from 20 Oct.2023 to 15 Nov. 2023.
Detailed Design	Phase 1: Detailed design will be undertaken as part of the GRIP 5 process award: August 2024. <i>NR award the contract to their framework contractor. Under this contract they:</i> <ul style="list-style-type: none"> • Undertake assurance of the design • Commence production of the construction drawings • Provide a price estimate for construction. • Progress design activities and/or close out gaps identified in the submission. Phase 2: April 2024 – June 2024
Full Planning Permission Granted	Planning consent for phase 1 granted 19th July 2021 Ref. No: 20/01743/FUL. This planning consent covers the construction of new station buildings, a new footbridge, forecourt, ancillary commercial unit (class E/F.2) and widening of platform 1. The planning application for phase 2 – Transport Interchange was submitted 13 October 2023 and validated due to go to planning committee in March 2024 (Ref: 23/01245/TBC).
Site Mobilisation Works Commence	Phases 1 & 2 April 2024 – June 2024
Project Completion / Site Opening	Phase 1: June 2026 Phase 2: June 2025



INPUT 5: RISK MITIGATION

- Please note any anticipated risks and mitigation [Please refer back to Risk Register in the Business Case].

s/no.	Risk	Mitigation
1.0	Delay in programme	Ongoing consultation AECOM, Thurrock Council, c2c and Network Rail.
2.0	Planning Application Objections	Pre-App consultation with key internal stakeholders: Highways, Transport and Planning. Pre app planning Application Meeting held.
3.0	Flooding due to proximity to Mucking Creek	Early consultation with Environmental Agency and Local Flood team (LLFA).

Table 28: Inputs: Risks and Mitigation

OUTPUTS

- Please provide information about:
 - The planned/anticipated value for each output associated with the delivery of the scheme and reference this value from the Business Case or supporting documents.
 - How the output will be monitored and evaluated for the One Year After Opening Report – you may need to include maps/diagrams to support this
 - The frequency of data collection related to the output.
 - The anticipated cost of undertaking the monitoring and evaluation of the output for the One Year After Opening Report
 - The approach used to obtain baseline information for each output.
 - Costs associated with this.



EXAMPLE		
ID	Output Description	
OP1	Station building	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value: New, larger station building with facilities
		Source of Value: Full Business Case
		Future Monitoring Approach: Scheme construction
		Frequency of tracking: Once (scheme opening)
		Costs Allocated to Monitoring: n/a
		Details: Proposed Method of Collecting Baseline Information
Approach for Collection: n/a		
		Costs Allocated: n/a

COMPLETE AND REPEAT FOR ALL OUTPUTS

ID	Output Description	
OP2	Multi-modal interchange	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value: Delivery of multi modal transport interchange with car, taxi, bus, cycle and pedestrian facilities
		Source of Value: Full business case
		Future Monitoring Approach: Scheme construction
		Frequency of tracking: Once upon scheme opening
		Costs Allocated to Monitoring: n/a
		Details: Proposed Method of Collecting Baseline Information
Approach for Collection: n/a		
Costs Allocated: n/a		

OUTCOMES

- Please provide information about:
 - The planned/anticipated value for each outcome associated with the delivery of the scheme and reference this value from the Business Case or supporting documents.
 - How the outcome will be monitored and evaluated for the One Year After Opening Report and for some outcomes, the Five/Three Years After Opening Report as well – you may need to include maps/diagrams to support this
 - The frequency of data collection related to the outcome.
 - The anticipated cost of undertaking the monitoring and evaluation of the outcome for reports after opening
 - The approach used to obtain baseline information for each outcome.
 - Costs associated with this



EXAMPLE		
ID	Outcome Description	
OC1	Rail station usage	Details: Planned/Anticipated Outcome Value and Proposed Approach for Monitoring
		Value: 1.16m passengers per annum to 1.23m passengers per annum between 2026 and 2055
		Source of Value: Full Business Case, Economic Appraisal Technical Annex
		Future Monitoring Approach: Reviewing ORR station usage estimates data
		Frequency of tracking: Annually
		Costs Allocated to Monitoring: nil
		Details: Proposed Method of Collecting Baseline Information
		Approach for Collection: Review ORR data online
		Costs Allocated: £0



ID	Outcome Description	
OC2	Increased cycle use as an access mode	Details: Planned/Anticipated Outcome Value and Proposed Approach for Monitoring
		Value: 85 two-way cycle trips to/from the station daily
		Source of Value: Full Business Case, Economic Appraisal Technical Annex
		Future Monitoring Approach: Survey
		Frequency of tracking: five years after opening, two measurements at different times of year
		Costs Allocated to Monitoring: £10,000
		Details: Proposed Method of Collecting Baseline Information
		Approach for Collection: Planning documents
		Costs Allocated: n/a as already undertaken

ID	Outcome Description	
OC3	Increased DP world / Thames Gateway shuttle bus use	Details: Planned/Anticipated Outcome Value and Proposed Approach for Monitoring
		Value: 1,329 employees using the service on a typical day (baseline), rising to 1,405 by 2034 and 1,444 by 2054.
		Source of Value: Full Business Case, Economic Appraisal Technical Annex
		Future Monitoring Approach: employee travel plan
		Frequency of tracking: Annually



		<p>Costs Allocated to Monitoring: n/a</p>
		<p>Details: Proposed Method of Collecting Baseline Information</p>
		<p>Approach for Collection: Reviewing employee travel plans</p>
		<p>Costs Allocated: n/a as already undertaken</p>

IMPACTS

- Impacts are often not measurable but can be anecdotal or inferred. However, if they can be measured then an approach and budget should be allocated for this.
- They are a longer-term effect of the scheme being in place and often occur as a result of the outcomes
- They would not be monitored or tracked beyond the Five/Three Years After Opening Report

ID	Impact Description	
IM1	Improved road safety from traffic calming measures	Details: Planned/Anticipated Impact Value and Proposed Approach for Monitoring
		Value: General downwards trend in accidents outside station
		Source of Value: Full Business Case, Economic Appraisal Technical Annex
		Future Monitoring Approach: STATS 19 (Road Accident Statistics)
		Frequency of tracking: Annually
		Costs Allocated to Monitoring: Free dataset from online but would require 1 day of GIS analysis from internal resource for each report
		Details: Proposed Method of Collecting Baseline Information
		Approach for Collection: STATS 19 (Road Accident Statistics)
		Costs Allocated: Free dataset from online but would require 1 day of GIS analysis from internal resource

ID	Impact Description	
IM2	Increased TOC revenue	<p>Details: Planned/Anticipated Impact Value and Proposed Approach for Monitoring</p> <p>Value: Increase in revenue borne by the train operating company in relation to SLH Station. In current prices this is predicted to be an additional £140k annually in 2026, £334k in 2034 and £465k in 2055.</p> <p>Source of Value: Full Business Case, Economic Appraisal Technical Annex</p> <p>Future Monitoring Approach: Review ticket revenue data</p> <p>Frequency of tracking: Annually</p> <p>Costs Allocated to Monitoring: n/a</p> <p>Details: Proposed Method of Collecting Baseline Information</p> <p>Approach for Collection: Contacting TOC</p> <p>Costs Allocated: n/a</p>

NB: *It is not possible to accurately directly monitor other transport and associated environmental impacts, isolating the impact of the intervention. Instead, they can be inferred from the outcomes.*

BASELINE REPORT

PURPOSE

- The Monitoring and Evaluation Plan details what the intended inputs, outputs, outcomes and impacts are of the scheme. It provides details of how they will be measured and any associated costs of the monitoring process.
- The Baseline Report provides information and metrics about the current situation in the impact area of the scheme before delivery commences. Information should be provided for each of the intended inputs, outputs, outcomes or impacts. This baseline data can be used in subsequent stages to identify the scale of change brought about by the scheme.
- The tables in the report provide the basis for a tracking spreadsheet (Benefits Realisation Plan (BRP)) which will be shared with the LEP. The tracking spreadsheet is used to track the baseline, planned/anticipated values and the actual values for every input, output, outcome or impact after the scheme opens.
- The tables in this report include a space for baseline values and for planned/forecast values for each input, output, outcome or impact. These values are likely to come from the Full Business Case but may also come from supplementary documentation associated with the scheme.

AN OVERVIEW TO THE MONITORING AND EVALUATION PROCESS

The following provides information on the process for Monitoring and Evaluation and how the reports fit into this process.



PROPORTIONATE APPROACH TO COMPLETING THE REPORT

The LGF supports a wide range of schemes in terms of scope and capital costs.

The Monitoring and Evaluation process has been designed to be aligned to the scale of the scheme based on its total delivery value (including LGF allocation). As a minimum, the number of jobs and housing brought forward by the scheme should be considered. These are factors which the Department for Levelling Up, Housing and Communities (DLUHC) consider to be key outcomes of LGF schemes.

The following is an indicative guide to which inputs, outputs, outcomes and impacts should be included within the Monitoring and Evaluation process for different scales of intervention.

This is based on the scale of the total value of each scheme or the value of a package in totality. Where there are complementary phases of a scheme that are funded at different times, consider establishing the Monitoring and Evaluation for the overall scheme delivered.

Value of Scheme/Package	Inputs	Outputs	Outcomes	Impacts
Under £2m	As described within the report templates	As described within the report templates	Number of jobs and houses delivered	n/a
£2m - £8m	As described within the report templates	As described within the report templates	All those prescribed by the LEP and applicable to the scheme/package (see Appendix A supplied separately) Also include any additional outcomes that have a large or moderate benefit / disbenefit in the Business Case	Those relevant to the scheme/package from within the list in Appendix A (supplied separately) Also include any additional impacts that have a large or moderate benefit / disbenefit in the Business Case
More than £8m	As described within the report templates	As described within the report templates	All those prescribed by the LEP and applicable to the scheme/package plus applicable measures from the 'Further considerations' section (see	Those relevant to the scheme/package from within the list in Appendix A (supplied separately)



			Appendix A supplied separately) Also include any additional outcomes that have a large or moderate benefit / disbenefit in the Business Case	Also include any additional impacts that have a large or moderate benefit / disbenefit in the Business Case
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SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

[STANFORD LE-HOPE DEVELOPMENT PHASES 1 & 2]

See monitoring report above



SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

INPUTS

See monitoring report above



INPUT 4: PROJECT DELIVERY AND MILESTONES

See monitoring report above

INPUT 5: RISK MITIGATION

See monitoring report above

OUTPUTS

See monitoring report above. Project outputs are the physical scheme changes and do not lend themselves to the table

OUTCOMES

- Provide information about:
 - what the baseline value is for each outcome and its source;
 - how the baseline outcome value was measured;
 - what the planned/anticipated value is for the outcome and reference for this source; and
 - how the value will be measured after the scheme opens.

COMPLETE AND REPEAT FOR ALL OUTCOMES

	Outcome Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OC1	Rail station patronage	Baseline	1.13m	ORR Data	n/a	ORR website	n/a
		Planned/ Anticipated	Up to 1.23m	ORR Data	annual	Economics technical annex	From 2026

Details: Method of Collecting Baseline Information

	Outcome Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OC2	Cycle trips to the station	Baseline	13 two way per day	Survey	One-off	Transport Assessment for Phase 2 planning application	2023
		Planned/ Anticipated	85 two way per day	Survey	5 years after opening	Economics technical annex	2030

Details: Method of Collecting Baseline Information



	Outcome Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OC3	Shuttle bus patronage (note benefits come from journey quality and journey time savings)	Baseline	1,321 per day	Travel plan	n/a		2022
		Planned/ Anticipated	1,405 per day	Travel plan	Annually	Economics technical annex	By 2034
Details: Method of Collecting Baseline Information							

...OC3, OC4 etc

IMPACTS

- Impacts are often not measurable but can be anecdotal or inferred. However, if they can be measured then an approach and budget should be allocated for this.
- They are a longer-term effect of the scheme being in place and often occur as a result of the outcomes.
- They would not be monitored or tracked beyond the Five Years After Opening Report.

ID	Impact Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
IM1	Improved road safety	Baseline	0.4 slight per year 0.07 serious per year	Crashmap	n/a	STATS 19	2006-2021
		Planned/ Anticipated	General downwards trend in accidents	STATS 19 (Road Accident Statistics)	Annually	Economics technical annex	From 2026

Details: Method of Collecting Baseline Information

Map STATS19 data and analyse results for key roads and junctions affected by reductions in traffic as a result of the scheme. This required 1 day of GIS time. STATS19 data was free to use.

COMPLETE AND REPEAT FOR ALL IMPACTS

	Impact Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
IM2	Increased ORR revenue	Baseline	n/a	n/a	n/a	n/a	n/a
		Planned/ Anticipated	Increase of £334,000 (in 2023 prices) annually	Contacting TOC	Annual	Economics technical annex	By 2034

Details: Method of Collecting Baseline Information



13. APPENDIX F – CATEGORIES OF EXEMPT INFORMATION

There is a clear public interest in publishing information and being open and transparent. But sometimes there is information which we can't publish because it would cause significant harm to the Council - for example by damaging a commercial deal or harming our position in a court case. Equally sometimes publishing information can harm someone who receives a service from us or one of our partners.

The law recognises this and allows us to place information in a confidential appendix if:

*(a) it falls within any of paragraphs 1 to 7 below; and
(b) in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.*

- 1. Information relating to any individual.*
- 2. Information which is likely to reveal the identity of an individual.*
- 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)*
- 4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.*
- 5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.*
- 6. Information which reveals that the authority proposes— (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.*
- 7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.*



SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

APPENDIX G – SCHEME DESIGNS



SOUTH EAST
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PARTNERSHIP

APPENDIX H – QRA



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LOCAL ENTERPRISE
PARTNERSHIP

APPENDIX I – ECONOMIC APPRAISAL TECHNICAL ANNEX



SOUTH EAST
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PARTNERSHIP

APPENDIX J – APPRAISAL SUMMARY TABLE