

## SINGLE LOCAL GROWTH FUND – PROJECT BUSINESS CASE

Project Application Form completed by:		
<b>A. Project Summary</b>		
<b>A.1</b>	<b>Project title</b>	Southend Central Area Growth Point (Phase 1)
<b>A.2</b>	<b>Project sponsor (local authority)</b>	Southend Borough Council
<b>A.3</b>	<b>Project lead officer</b>	Emma Cooney
<b>A.4</b>	<b>Contact e-mail</b>	
<b>A.5</b>	<b>Contact telephone</b>	
<b>A.6</b>	<b>Location of the project</b>	Southend Central Area (Victoria Avenue)
<b>A.7</b>	<b>Project description (what?)</b>	<p><b>Overview:</b> Phase one of the Central Area Growth Point project combines multiple priorities in a project which can be delivered quickly but with long term benefits with regards to job creation, skills, investment confidence in a deprived area, key sector support and environmental benefit.</p> <p>The project will deliver new heating and improved ventilation to the former central library (home to the Beecroft Art Gallery and The Hive Enterprise Centre) and the Central Museum using a Biomass boiler, solar PV and new lifts within the Gallery and Enterprise Centre ensuring their sustainability for the long term.</p> <p>The former central library and museum are co-located on Victoria Avenue adjacent to Southend Victoria train station. The former central library benefitted from investment by the Council and through Southend’s City Deal in 2013-14 totalling £1.2m. The museum is also home to the planetarium and is a key feature of Southend’s cultural offer to residents and visitors.</p> <p>The Hive was delivered through Southend’s City Deal and firmly embeds entrepreneurship as a career option in an area of Southend which struggles with deprivation and low aspiration and therefore may not otherwise consider it to be a possible route. It is now also home to the Business Essex, Southend and Thurrock (BEST) Growth Hub which has grown from the Business Southend Growth Hub, another product of Southend’s City Deal. That is in addition to its location adjacent to Southend Victoria Train Station and therefore a viable alternative for those who commute out of the borough to high skilled jobs in the city to start-up in Southend and retain &amp; harness their skills, expertise and knowledge.</p> <p>Victoria Avenue has been blighted by derelict buildings for</p>

	<p>more than a decade. These have deterred investors, lowered confidence, triggered anti-social behaviour and been an unwelcoming gateway to the town centre for visitors and businesses alike. Recent investment and activity by the public sector has been the catalyst for private investment which will see some buildings brought back into use. The Central Museum and former Central Library are still within Council ownership and have the potential to be transformational projects both in terms of their position on Victoria Avenue and what they can deliver with regards to job creation and cultural industries growth and engagement. We have longer term aspirations to develop a new Museum of the Thames Estuary (which features in the SEP) which will become home to the globally significant find of the Prittlewell Prince. The investment in the existing museum infrastructure now not only ensures an on-going educational and cultural offer but also makes the building an attractive proposition for re-use when the new museum is established, thereby avoiding a perpetuation of the problem of vacant buildings in this area.</p> <p>Specifically the project will deliver:</p> <ul style="list-style-type: none"> <li>• Biomass boiler to replace defunct boilers at both former Central Library and Museum</li> <li>• New Building Management System to manage boilers and ventilation</li> <li>• Programmable valves to generate savings by allowing programming on individual rooms</li> <li>• New heating circuits in ground floor reception</li> <li>• Solar on the plant room roof</li> <li>• Ventilation improvements to make the system fit for purpose, last and to reduce noise currently making parts of the Hive unusable</li> <li>• New lifts to replace the current end of life equipment</li> </ul> <p>The outcomes of this investment will be :</p> <ul style="list-style-type: none"> <li>- Job creation and retention</li> <li>- Support for two key sectors (tourism and cultural and creative industries)</li> <li>- Investor confidence – both in terms of the immediate investment in the area (as has been experienced recently) and long term ensuring viable, sustainable buildings – eliminating the risk of the poor state of repair extending throughout the area</li> <li>- Uplift in educational attainment – both in terms of breadth of knowledge (achieved through the museum and gallery) and level (through business support delivered via The Hive)</li> <li>- Positive environmental impact saving 265 tCO2 which equates to 0.33% of total Southend emissions</li> </ul>
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	<p><b>Key facets of the business case:</b></p> <p>a. Sustainability  Through the introduction of the biomass boiler and solar PV both buildings become sustainable economically and, perhaps more unusually for Growth Deal projects, environmentally. Together they will save 265 tCO2 which equates to 0.33% of total Southend emissions. It will also set a precedent for investment and development on Victoria Avenue to include sustainability in their design. Quality of the environment in Southend is a key aspect of its visitor offer as aspects like water quality are monitored year round for those using our beaches and poor results can severely negatively impact visitor numbers thereby damaging the economy.</p> <p>b. Timeliness  The Hive was completed earlier in 2015. Business occupants of the building are low but increasing. Bringing forward this project now, rather than later, will minimise disruption to the Hive’s operation as occupier numbers are set to increase and therefore both respond to business needs and support the centre’s longevity.</p> <p>c. Triple helix of economic benefits: jobs, education and sector support  Job creation – the purpose of the Hive is to support the sustainable start-up and growth of small businesses in South East Essex. This will be delivered through the provision of flexible business accommodation; events, networking and training session for occupiers and local businesses; and the presence of the BEST Growth Hub team who will have a base in the centre and therefore able to engage directly with the businesses using it. In doing so these businesses will create jobs as entrepreneurs move from their employed roles elsewhere to running their own business, and then taking on staff as they grow. The centre doesn’t exclude any sectors but does focus on the key sectors.</p> <p>Education – in addition to the commercial knowledge and skills uplift outlined above for businesses using the Hive, the project presents further educational opportunities via the museum and Beecroft Art Galleries as key proponents of formal and informal learning through exhibitions, lectures, events and a customer friendly way of engaging people with learning through innovative, informal and accessible methods. The other aspect of learning associated with this project is that linked to the biomass boiler itself. Its installation presents a learning opportunity for visitors to the buildings to see how biomass works, its benefits, the impact of sustainable energy sources and opportunities for careers in the sector. Engaging people in this way will be a feature of the installation.</p> <p>Sector Support – the museum and art gallery are vital aspects of our visitor offer, particularly in the transition to a culture led tourism provision. Tourism is a key sector, attracting some 5.5m visitors p.a. to Southend. However the average spend is historically low, driven by a traditional seaside town offer. Work is underway to address this by both the public and private sectors and investment in facilities such as these, ensuring their sustainability and interest, will continue that work and spend potential of that sector. Similarly with regards to the Cultural and Creative sector in Southend, recognised as one of the key locations for it in the South East in the CCI prospectus recently produced for SELEP. The vast</p>
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		majority of the sector is micro businesses so investment in infrastructure for the sector is vital in terms of confidence, exhibition opportunities, networking and customer facing markets. The sectors are intertwined as they reinforce each other – the cultural offer attracting visitors and the visitor economy creating an increasing market for CCIs. Therefore the ambition for the new museum (outlined in the SEP) is vital as context for the sectoral support; demonstrating the ambition for these sectors and the existing infrastructure as a route to engagement as well as confidence.
A.8	<b>Objectives and impacts</b>	<ul style="list-style-type: none"> <li>• The objective of the project is to maintain sustainable business enterprise and cultural and educational space through investment in the infrastructure while also preventing a building from falling into disrepair and adding to the challenges faced on Victoria Avenue.</li> <li>• Total project cost £4.56m</li> <li>• £720,000 sought and re-profiled for spend in 2015/16</li> <li>• Sustainability of the BEST growth hub as well as the Hive enterprise centre</li> <li>• Creating 75 jobs</li> </ul>

<b>B. Strategic fit (Why?)</b>		
B.1	<b>Please outline the policy and strategic context</b>	<p><b><u>SELEP</u></b></p> <p>Facilitating business growth to support a highly skilled and enterprising local economy is a key component of the enterprise centre – known as The Hive Southend - and these principles are in line with SELEP's vision of creating the most enterprising economy in England. Small businesses will be supported by The Hive and BEST Growth Hub which will foster entrepreneurial spirit, allowing them to grow and develop to generate further potential in the provision of local jobs.</p> <p>SELEP is committed to ensuring effective spend of the LGF which is allocated to it, and this includes managing the fund flexibly and diverting unspent monies to projects which are progressing. With the Accountability Board in place to enable such decisions, this is a test case to prove that SELEP is able to react to local business requirements.</p> <p><b><u>TGSE Economic Growth Strategy</u></b></p> <p>Southend Central Area is a key component of TGSE's ambitious growth agenda, providing the potential for significant levels of growth in jobs and housing, as well as building on the success of the town's cultural and educational facilities, to become a centre of excellence within TGSE. The economic potential of Southend within TGSE has been recognised by Government in inviting the Borough to negotiate a City Deal. The Southend Central Area Growth Hub, by utilising the former Southend Central Library buildings, will support local business growth and enterprise.</p> <p><b><u>Local Planning Policy (SCAAP)</u></b></p> <p>The Southend Central Area Action Plan (SCAAP) outlines the policy response to the challenges and opportunities presented within</p>

	<p>Southend Central Area, in response to the spatial strategy for Southend set by the Core Strategy, which makes provision for a large share of the Borough's new growth and regeneration to be focussed in the Central Area. The SCAAP gives more detailed consideration to how and where employment led regeneration and growth can sustainably be accommodated in the town centre, central seafront area and surrounding gateway neighbourhoods, with site specific policies aimed at strengthening and transforming Southend town centre's sub-regional role as a successful commercial and retail destination, cultural hub, educational centre of excellence, leisure and tourist attractive, and as a place to work and live. The Southend Central Area Growth Point Project will enable the mechanisms to be put in place to enable this vision to be recognised, building upon existing successes and investment and unlocking the potential of significant regeneration opportunities (such as the redundant office accommodation on Victoria Avenue). The delivery of key sites within the Central Area, such as Victoria Avenue, will be supported via the provision of Development Briefs that will further set out detailed design parameters for managing change and creating successful, sustainable communities and businesses. Both the development management DPD and community infrastructure levy (CIL) are now adopted planning policy.</p> <p>Partnership working across the Southend public and private sectors has seen significant investment and regeneration in Southend Central Area including: £25m of infrastructure and public realm works; the UK's first integrated municipal-academic library with teaching space for both FE and HE students and the Focal Point Gallery (The Forum £27m – co funded by the Council, University of Essex and South Essex College together with contributions from the Arts Council in support of the Gallery); and the University campus development including £35m investment by the university for accommodation and a further £8m for the university square carpark which enabled the Forum site to be released. This investment has resulted in quicker journey times for businesses, visitors and residents, increased skill attainment levels and secured greater commercial investment. More investment from both the public and private sectors is needed however in order for the growth area to meet its full potential and contribute fully to the TGSE and SELEP economies.</p> <p>Southend's adopted Core Strategy makes provision for a large share of the Borough's employment and housing growth and associated regeneration to be focussed in the Central Area (detailed policies for which will be bought forward by the emerging Southend Central Area Action Plan (SCAAP)). The aim of the SCAAP Project is therefore to recognise the potential of Southend's Central Area (which includes the town centre, central seafront area, and Victoria Avenue Office Quarter) stimulating growth in the local jobs and housing markets, and in providing opportunities for training and up-skilling the local workforce, building upon the existing success of the higher/further education cluster centred around South Essex College and Essex University's hub in the town centre. Through the ongoing growth stimulated by this project Southend will continue to fulfil primary role within the Thames Gateway as a hub for economic growth connected with continued improvements in community well-being.</p> <p><b><u>Local Strategies</u></b></p> <p>Economic Development Strategy - Southend's Economic</p>
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		<p>Development and Tourism Strategy has a single vision of nurturing an innovative and resilient economy that attracts high quality businesses, growing a diverse and sustainable economic base. This highlights the key sectors of tourism and CCIs. The strategy also identifies the challenges of skills attainment levels in Southend, which are increasing but still below average.</p> <p>Low Carbon Energy and Sustainability Strategy – his strategy has six overarching ambitions, four of which this project delivers against: adapting to climate change, supporting low carbon communities, reducing our carbon emissions and delivering a low carbon community.</p>
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C. Deliverability – project rationale		
C.1	<p><b>What evidence is there of need for the project?</b></p>	<p>The economic growth potential of Southend has been recognised by Government in inviting the borough in early 2013 to negotiate a City Deal. This seeks to address the challenge to economic growth posed by the limited availability of land for development and constraints arising from a concentrated urban population.</p> <p><b>The case for improving Victoria Avenue</b> Marred by derelict, vacant, out of date office blocks Victoria Avenue is not the welcome to a town which has won awards for its public realm and visitor experience, and which engenders so much pride that anyone would wish to see.</p> <p>It has a similar impact on potential investors who, on multiple occasions in recent years, have expressed an interest in Southend, and as a result would have created hundreds of jobs, but have been deterred from that investment by the state and resulting impact of Victoria Avenue. It has therefore become a Council, and LEP, priority to address the area and regenerate it as a vibrant new community offering both residential and commercial opportunities. Steps taken by the Council have triggered private sector activity on some sites which is positive and demonstrates the catalytic impact of public sector intervention in bringing forward private investment. The Council identified Victoria Avenue as a regeneration priority, initiated compulsory purchase order intervention and has committed a multimillion pound investment in the area to ensure delivery.</p> <p>It is therefore vital that these interventions continue to see the full private sector investment come to fruition. Not only will these interventions help to set precedents for the quality of development, such as environmental sustainability, but this project will ensure the longevity of these buildings and avoid adding to the problem in the future.</p> <p><b>The case for a new heating system and lifts</b> There is a very real need to overhaul the heating systems of two buildings, which are currently failing, and the lift access of one. The straight upgrade of the existing systems would enable the buildings to continue to function, however would not deliver the environmental benefits, nor the same learning opportunities that a biomass boiler and associated infrastructure do. By combining these</p>

	<p>as a single project now there are also efficiencies to be gained and public sector investment at a critical point in the potential private sector developments, spurring them on as has already been experienced.</p> <p>The project also includes cost effective energy efficiency measures to reduce the impact of changing the operation of the former central library to be available to entrepreneurs 24 hours per day, measures to improve the ventilation which will reduce noise and extend its life making the space inside more usable and solar to maximise the potential for generation from the building and provide an example of sustainability in action.</p> <p><b>The case for supporting business start-ups and jobs growth</b>  The birth rate of businesses per 10,000 population in Southend-on-Sea was typically above the national average between 2004 to 2012, ranging from 39.2 to 50.4 business startup per annum per 10,000 population. However, Southend-on-Sea has a higher business death rate compared to national data, ranging from between 46.6 to 57.6 business failures per annum per 10,000 population for the same period. Equipping and enabling businesses to grow sustainably and therefore create employment and increase productivity is therefore vital in addressing this churn.</p> <p><b>The case for investing in a deprived area</b>  Nine of the borough's 107 Lower Layer Super Output Areas are in the top 10% most deprived in England, containing approximately 9% of the population of the borough (16,244 residents). Five of which are in the City Centre covering much of Kursaal, Milton and Victoria Wards, through which Victoria Avenue passes. It is an area which faces some particularly difficult socio-economic challenges so targeting funding towards projects which will build confidence, aspiration and access to opportunity while also resulting in job creation and new homes delivers considerable added value.</p> <p><b>The case for supporting skills and education</b>  Skills attainment in Southend-on-Sea is relatively low with below average qualification levels at every skill level (e.g. 23.9% at NVQ Level 4 equivalent and above compared to 34.4% nationally). However, skill levels are improving, with an approximate five percentage point increase at each skill level between 2004 and 2012. This is being further enhanced by the introduction of the Town Centre Education Quarter which is home to South Essex College, the University of Essex, and now The Forum Southend (a joint municipal-academic library, teaching space and internationally renowned Focal Point Gallery). Intentionally located in the town centre to make learning a more visible, acceptable and aspired to choice the campus has also had a positive impact on retailers and town centre vibrancy. Space where entrepreneurs can learn the skills they need to convert their idea into a sustainable business is therefore important, but as is the physical presence and proximity of such space to the education quarter to promote self-employment to those students attending the college and university and harnessing their potential.</p> <p><b>Track record of delivery</b>  Partnership working across the growth area's public and private sectors has seen significant investment and regeneration including: the £130m Stobart expansion of London Southend Airport; £25m of</p>
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		infrastructure and public realm works; the UK's first joint municipal-academic library; and the University campus development. This investment has resulted in quicker journey times for businesses, visitors and residents, increased skill attainment levels and secured greater commercial investment. More investment from both the public and private sectors is needed in order for the growth area to meet its full potential and contribute fully to the TGSE and SELEP economies.
C.2	<b>What is the planning status of the project?</b>	<ul style="list-style-type: none"> <li>• <u>Southend Central Area Action Plan (SCAAP)</u> prepared by Southend Borough Council, builds upon the strategic policy context established by the Core Strategy providing detailed policies for the management of growth within Southend's Central Area. This includes site specific policies for future housing and employment development sites, including Victoria Avenue, a main focus for regeneration in the town.</li> <li>• <u>Victoria Avenue Development Brief</u> – draft currently being prepared by Southend Borough Council, drawing on the principles established within the emerging SCAAP (and the policies of the adopted Core Strategy). Anticipated delivery of draft brief and associated planning framework 2015.</li> <li>• <u>Planning Consents</u> – in accordance with the context set by Southend's local planning framework, which includes saved Borough Local Plan policies, the strategic objectives and core policies within Southend's adopted Core Strategy, and the emerging policy context set by the SCAAP and Development Management DPD, and the adopted Design and Townscape Guide SPD, it is anticipated that any planning applications for sustainable development within the Central Area (Victoria Avenue) could be approved without delay. The application for the biomass boiler is already underway for submission by mid-August.</li> </ul>
C.3	<b>Please provide details of any technical, environmental, archaeological, or other constraints that need to be overcome before development on the project can begin?</b>	The only constraint to be overcome is with regards to planning consent. Early discussions are underway with a view to submitting by mid-August.
C.5	<b>Anticipated physical start date</b>	2015
C.6	<b>Anticipated completion date</b>	2016

<b>D. Options</b>	
<b>Please list all the options that have been considered to achieve the project objectives. These should include a 'do nothing option', and alternative funding option(s). These should be explained with reasons for rejection.</b>	
<b>Option 1</b>	'Do Nothing' Option – this option has been rejected because doing nothing would not allow the strategic objectives for the regeneration of Southend Central Area to be fully recognised, failing to stimulate planned for regeneration and growth. It would also present a risk of adding to the problem of redundant buildings on Victoria Avenue
<b>Option 2</b>	Seek alternative sources of funding – this option has been rejected because there is little, if any, capital in ERDF and other sources come with additional conditions and requirements which could conflict with those associated with the project already. Project is too small for GIB lending limits. PWLB offers different conditions.

Option 3	
Option 4	

E. Project partners		
Please list strategic and delivery partners engaged in the project, including lead partners		
Organisation name and address	Contact name, e.-mail and telephone number	Role and status in project
Southend-on-Sea Borough Council	Emma Cooney	Group Manager Economy and Tourism
Southend-on-Sea Borough Council	Jeremy Martin	Energy Projects Manager
Southend-on-Sea Borough Council	Simon May	Group Manager Museums and Libraries
Enterprise4Good	Mark Kass	CEO The Hive Southend enterprise centre

F. Financial requirements of the project						
F.1	Total cost of the project (including development costs)	£1,072,000 – total project cost  Matched by: £1.3m Central Library redevelopment (already complete) £1.8m Growth Hub project (complete) £50k Enterprise 4 Good (social enterprise) investment in The Hive £340k 2015/16 BEST Growth Hub funding  <b>£4,562,000 Total</b>				
F.2	Is VAT included in the total cost outlined in F.1?	No				
SLGF or EU Investment funding						
F.3	How much funding is sought from SELEP?	£720,000				
F.4	When are the funds required? I.e. is a delayed drawn-down facility required?	2015/16 – we are seeking to re-profile the funding for this project and bring it all forward to 2015/16 to benefit from the economies of scale of a single project				
F.5	Have State Aid rules been considered when applying for funding?	The Enterprise Centre and Growth Hub are fully state aid compliant with advice sought from Essex Legal Services and Sharpe Pritchard				
Other funding						
F.6	Please provide details of how the contribution outlined in F.3 will be used	<table border="1"> <thead> <tr> <th>Project Element</th> <th>Cost/£000,s</th> </tr> </thead> <tbody> <tr> <td>Museum pipework</td> <td>13</td> </tr> </tbody> </table>	Project Element	Cost/£000,s	Museum pipework	13
Project Element		Cost/£000,s				
Museum pipework	13					

		Building Management System (incl ventilation controls)	80
		Programmable Thermostatic Radiator Valves, insulation and associated controls (Museum and former central library) to provide virtual zoning	40
		Heating for former central library reception and new pumps	120
		Improvements to ventilation incl noise reduction	155
		Lift Replacement	175
		Fees	137
		Biomass	332*
		Solar PV (30kWp)	40*
		<b>Total</b>	<b>1,092</b>
		* Funded by Southend Borough Council	
<b>F.7</b>	<b>Please outline the amount of funding that will be provided by the organisation identified in A.2</b>	£372k	
<b>F.8</b>	<b>Please provide details of other sources of funding that are proposed to be used alongside the contribution outlined in F.3 and F.5</b> Please include details of the name of the funding source, amount of funding that has been provided, amount of funding anticipated, and general type of funding.		
	<b>Name of funding source</b>	<b>Amount (£)</b>	<b>Anticipated / committed?</b>
	RGF	£1.8m	Committed
	Local Partner Investment	£0.65m	Committed
	Social Enterprise investment	£0.05m	Committed
	City Deal	£0.65m	Committed
	Growth Hub Funding 2015/16	£0.34m	Committed
			<b>Type</b> (Government grant, private, income, etc.)
			RGF Funding for Southend Central Area Growth Hub
			Building fit out
			Set-up and running of The Hive Southend
			Government Grant
			Government Grant
<b>F.9</b>	<b>Please provide details of the investment profile in Annex A.</b>		

<b>G. Viability</b>		
<b>G.1</b>	<b>Please identify how secure other sources of investment outlined in F.6 are considered to be</b>	All grant funding for the centre and Growth Hub has been committed  The Council's capital commitment has been approved.
<b>G.2</b>	<b>What is the basis of the cost and income estimates in F.8?</b> Please source and date, and attach	Detailed discussion with in house teams and potential suppliers

	any supporting reports or data	
G.3	<b>What is the approximate total value of the wider development that will be unlocked by the delivery of the project</b>	£4.4m committed
G.4	<b>Is the realisation of the above outputs contingent on any further investment which is not yet secured?</b>	No

H. Expected benefits							
H.1	<b>Estimated jobs and homes</b>						
		2014/15	2015/16	2016/17	2017/2018	2018/2019	2019/2020
	<b>Jobs</b>			15	20	20	20
	<b>Homes</b>						
H.2	<b>Estimated GVA output</b> Please identify the source of this information, or how it was calculated						
H.3	<b>Other outputs</b> Please state		Business Support and Start-up Growth via BEST Growth Hub Raising aspirations and accessibility of sustainable self-employment Sustainability – reduced carbon emissions through a more environmentally friendly heating system Increased confidence in Victoria Avenue for investors and communities alike Education – museum Biomass exemplar / viewing window etc				
H.4	<b>Please outline the basis for these estimates</b> e.g. Economic Impact Assessment, Appraisal		In house estimates based on detailed discussions with suppliers				
H.5	<b>Please identify how the project would benefit future priorities of the SEP</b>		Supports key sectors Meets skills gaps Creates high skilled, high paid jobs Delivers employment space				
H.6	<b>Please outline the proposed leverage associated with the project.</b>						
	£0.65m		Southend Borough Council		Capital Funding programme, profiled over 2014-2018		
	£0.372m						
	£1.02m total						
	£1.8m		RGF via Lancaster Uni		City Deal Wave 2 Growth Hubs		
	£0.65m		City Deal		City Deal Wave 2		
£0.05m		Social Enterprise investment		Private investment			
£0.34m		BIS Growth Hub continuation		Secured			

		funding 2015/16	

I. Contribution to the establishment of a revolving fund		
I.1	<b>If loan funding is requested how will it be repaid?</b> e.g. developer contributions	n/a
I.2	<b>Do you anticipate that the total value of the SLGF investment will be repaid? If not, how much will be repaid?</b>	none
I.3	<b>Anticipated timetable for repayment</b> Please ensure this is consistent with information provided in Annex A for question G.2	
	2013/14 – 2018/19	
	2019/20 – 2024/25	
	After 2025	
	Total	

J. Risk			
Please list identified risks in achieving the project, their severity and potential impact, and detail any mitigation plans			
Risk	Likelihood	Impact	Mitigation
Government requirements and expectations of Growth Hubs increase consequently increasing costs	Low	Medium	This would affect viability going forward, particularly as part of a pan SELEP model
Demand for the business space outstrips that provided	Medium	Medium	Grow on / additional space to be part of the phase 2 SCAAP project
Lead times on parts are longer than indicated resulting in an over run	Medium	Medium	Work with suppliers from an early stage and demonstrate flexibility of funding profiles across projects if required.

K. Key Dependencies	
<b>Inbound:</b> this project is dependent on the delivery of the following project(s) or activities	
Project/Activity	What is the dependency
<b>Outbound:</b> other project(s) or activities that will not deliver if this project is not completed	
Project/Activity	What is the dependency

<b>Author</b>	<b>Date Form Completed</b>
Emma Cooney	<b>12.08.15</b>

Please attach any additional paperwork that you feel will support your proposal:

- Formal risk assessment and mitigation plan
- Feasibility study results
- Formal project plans

<b>Annex A: SCAAP Phase 1 Investment summary</b>											
Investment		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2020/21	Total
Local authority (GH)		£1.02m (£0.65m+ £0.372m)									£1.02m
Other Public											
RGF		£1.3m	£0.5m								£1.8m
City Deal		£0.6m	£0.05m								£0.65m
Growth Hub funding			£0.34m								£0.34m
Private			£0.05m								£0.05m
<b>SLGF current profile</b>			<b>£0.1</b>	<b>£0.13</b>	<b>£0.13</b>	<b>£0.13</b>	<b>£0.13</b>	<b>£0.1</b>			<b>£0.72m</b>
SLGF proposed profile		£0.72m									£0.72m
Other											
<b>TOTAL (millions)</b>											<b>£4.562m</b>