

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.

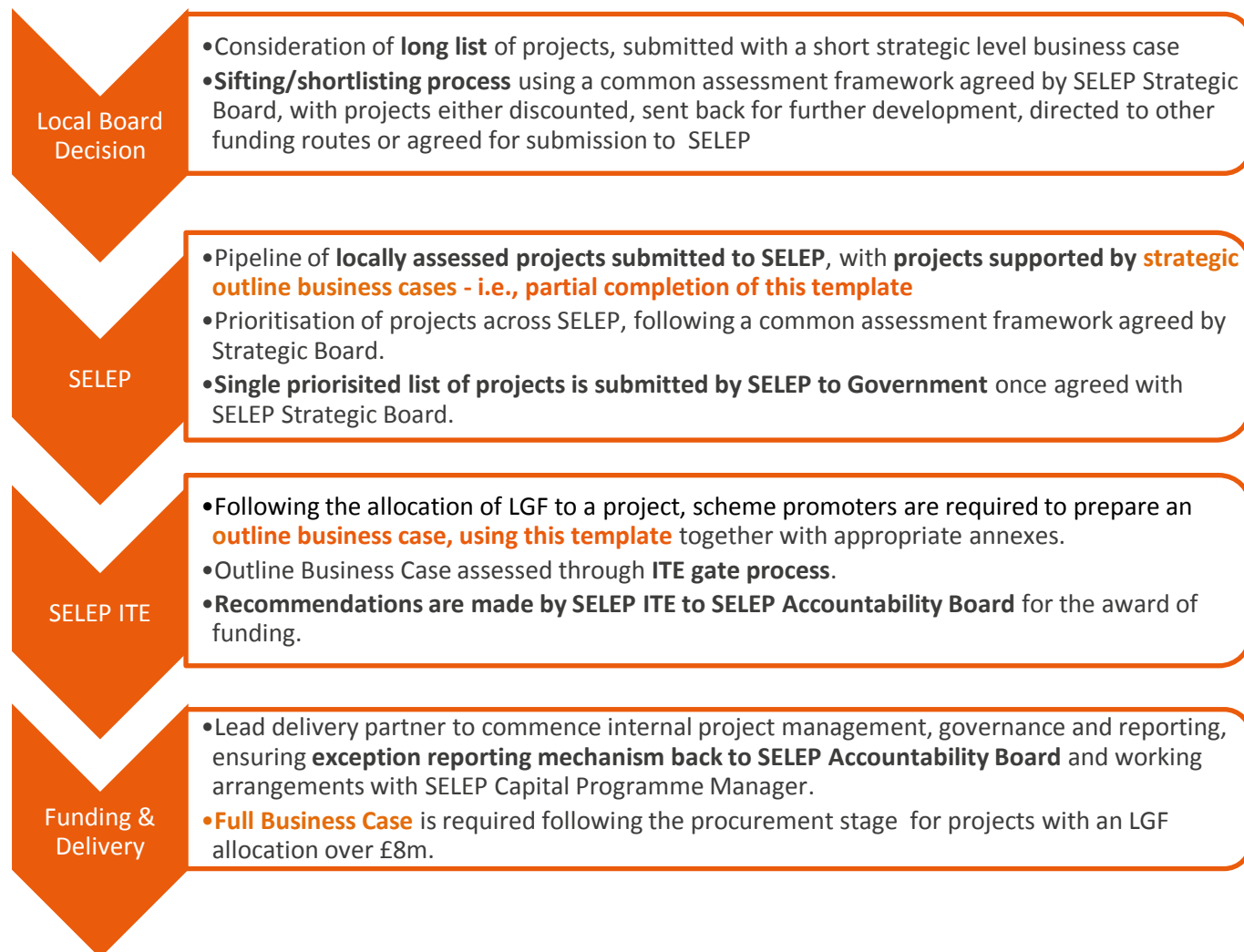
It is also designed to be applicable across all funding streams made available by Government through SELEP. It should be filled in by the scheme promoter – defined as the final beneficiary of funding. In most cases, this is the local authority; but in some cases the local authority acts as Accountable 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:**
Bexhill Creative Workspace

1.2. **Project type:**
Site development for use by a target growth sector.

1.3. **Federated Board Area:**
East Sussex

1.4. **Lead County Council / Unitary Authority:**
East Sussex

1.5. **Development location:**
18-40 Beeching Road, Bexhill on Sea, East Sussex, TN39 3LJ

1.6. **Project Summary:**
£960,000 of Local Growth Fund investment is required as a contribution towards the development of low cost creative workspace through the redevelopment of a former food production facility located on the Beeching Road industrial estate in Bexhill. As part of the drive to create a diverse range of low-cost workspace for creative industries Rother District Council are looking to redevelop a long stalled site in an important growth location for the town. The site had been used by Premier Foods for the production of their Sharwood’s brand products until 2004 when it closed with the loss of 250 local jobs.

The facility has remained largely unused since and currently sits empty with little prospect of letting. RDC plan to use the footprint and shell of the existing building, focussing redevelopment to the interiors, roof and accesses, to create 6 light industrial units specifically for purpose of attracting new creative industries in to the town.

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.)
<i>Rother District Council (Lead Applicant)</i>	Site Owner and Developer

1.8. **Promoting Body:**
Rother District Council

1.9. **Senior Responsible Owner (SRO):**
Ben Hook – Head of Acquisitions, Transformation and Regeneration, Rother District Council

1.10. Total project value and funding sources:

[Specify the total project value, how this is split by funding sources, any flexibility in funding scale and profile and any constraints, dependencies or risks on the funding sources, as per the table below.]

Funding source	Amount (£)	Flexibility of funding scale or profile	Constraints, dependencies or risks and mitigation
<i>RDC</i>	£0.8m	Up to £1m – but will impact final use potential	Funding currently only approved for land purchase (£0.8m). Additional funding would require Full Council approval. Low risk of refusal for this funding
<i>LGF</i>	£0.96m	<i>Outlined in Options Appraisal</i>	
Total project value	£1.76m		

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

Local Growth Fund - £960,000. This will not constitute State Aid as covered by General Block Exemption Regulations Article 56 – Aid for Local Infrastructures

1.12. Exemptions:

This scheme has not been retained by DfT and is valued at less than £8m, therefore would be exempt from Gates 4-5 in the scheme appraisal process. (as per 5.4.7 Assurance Framework)
The scheme is valued at less than £2m and therefore a proportionate approach has been taken in the development of an economic appraisal.

1.13. Key dates:

Key Milestones	Description	Indicative Date
Purchase of land	Buyout of headlease from Mars Pension fund – Agreed in Principle	Dec 2018
External funding awarded		June 19
Planning application submitted	Minor amendments to the fabric of the building	July 2019
Submission of OBC to ITE		July 2019
Planning application determined		September 2019
Determination of OBC		September 2019
Procurement of contractor		July 2019
Appointment of contractor		September 2019
Construction period	8 months	October 2019 – May 2020
Defects and snagging period		6 months

1.14. Project development stage:

Project development stages completed to date			
Task	Description	Outputs achieved	Timescale
Site survey and conditions report.		A report outlining the current condition of the buildings on site.	September 2018
Options report	A report on the options for refurbishing the existing buildings building		
Project development stages to be completed			
Task	Description	Timescale	
Architect Drawings	Full drawings and plans to drawn up by the architect.	July 2019	
Planning application	If we progress with the preferred option this scheme would require planning permission, as it involves an increase in the height of the eaves to accommodate potential for mezzanine inside.	July 2019	– September 2019
Procurement of a contractor	Following the development of a preferred option, a contractor would be procured through an approved framework	July 2019	– September 2019

1.15. Proposed completion of outputs:

This scheme will be delivered in a single phase, with full completion by March 2020

2. STRATEGIC CASE

The Strategic Case should present a robust case for intervention, and demonstrate how the scheme contributes to delivering the SELEP Strategic Economic Plan (SEP) 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 need should, as far as possible, align with the Monitoring and Evaluation and Benefits Realisation Plan in the Management Case.

2.1. Scope / Scheme Description:

Bexhill has an international reputation in high quality visual arts practice and appreciation - and it is the drive behind this community that may provide the most obvious draw for creative people in this town. Bexhill needs to be distinctive from neighbouring Hastings and Eastbourne – both investing heavily in tech, music and events-led creative industries growth. With a clear offer for visual artists, both traditional and cutting-edge, a new narrative can be written about Bexhill as a place to work, play and visit.

Investing in work space is itself more of an art than a science, and there are a number of ingredients that need to be in place in order to maximise both economic and cultural return. As such RDC recently commissioned an economic impact study that focussed on three Bexhill sites varying in size and use potential. (attached as appendix A)

One thing that has become clear since the production of this study is that there is a fourth type of work space, for which there is a great demand by creative industries, that was not included within this review. It is the ambition of RDC to fill this gap through the provision of flexible light industrial space, specifically for the use and development of creative industries in the town.

2.2. Location description:

The site is part of a former food production facility located on the Beeching Road industrial estate in Bexhill. The site had been used by Premier Foods for the production of their Sharwood's brand products until 2004 when it closed with the loss of 250 local jobs. The facility has remained largely unused since and currently sits empty with little prospect of letting. Half of the site is still economically active with Screwfix and Phase electrical both having trade counters in the building opposite the disused block.

2.3. Policy context:

Located at the heart of the A259/A21 Growth Corridor, Bexhill has been a key investment area for the SE LEP. It has also demonstrated the greatest progress in delivering benefits against schemes delivered and represents a safer investment for funding against weaker performing areas. Identified as a category 'c' European economic assistance area it is clear that Bexhill needs to continue to be a priority recipient of economic development funding.

SELEP Strategic Priorities

The SE LEP Local Growth Fund Round 3 bid to government highlighted 5 key themes for investment. 4 projects in the Job Creation and Enterprise Zones theme were awarded £16.3m between them highlighting that such projects continue to be a priority for the SE LEP. This project

also aligns with SE LEP's strategic objectives for the cultural industry, which it supports through its sub group – South East Creative Economy Network (SECEN). SECEN is currently developing a creative workspace strategy which this project aims to support through the development of flexible light industrial space specifically for that use.

Building on existing investment

Bexhill has been a priority recipient of Local Growth Funds in rounds 1-3, this investment has been primarily for improving transport infrastructure, opening up land for development, and development of large new commercial buildings. The success being shown at the North East Bexhill urban extension demonstrates the return on investment potential in the town. This scheme will start the process of regenerating the existing industrial area of the town close to the town centre.

Existing investment in the area:

- Hastings and Bexhill Movement and Access Package
- North Bexhill Access Road
- East Sussex Strategic Growth Project

East Sussex Growth Strategy

This strategy identifies the East Sussex Coastline as one of its greatest attractions whilst also highlighting the need for investment in the built environment of our coastal towns (s.5.9). The associated public realm improvements that will be brought forward as part of this scheme are key to delivering on this ambition and achieving the stated aims.

East Sussex Cultural Strategy

Priority 2 of the ESCS describes the creation of an environment which enables the cultural and creative economy to expand. Using it links the to the De La Warr Pavillion, Bexhill has ambitions to grow as a centre for creative industry, and ensuring a strong and diverse workspace offer is essential to that growth.

RDC Corporate Plan

This project addresses elements across all four core aims, but specifically addresses the following sub-targets:

- Increasing revenue income
- Increasing employment and skills
- Town Centre improvement
- Manage special development

Bexhill Town Centre Strategy: This project supports three of the Bexhill Town Centre Strategy's primary aims:

- Investment/Development opportunities
- Built Environment

2.4. Need for intervention:

As a result of the transport infrastructure improvements, there is a growing rental market in Bexhill for small light industrial units. This has also lead to an increase in proposed development for such

units with 3 sites due to bring forward planning applications in the coming year. These new developments will cater for a variety of business types and will attract a healthy commercial return for speculative developers.

As is often the case with redevelopment it is the low financial yield businesses that, where previously thriving, will suffer in a competitive property environment. Artists and the creative industries are quite often the first businesses to lose out to higher turnover, higher margin businesses.

Like many coastal and rural communities, Rother experiences a significant exodus of young creatives who head to London and Brighton in search of opportunity. Located within a 5 minutes' walk from the internationally renowned De La Warr Pavillion (DLWP), the proposed site would offer the opportunity for artists and creative businesses to access a range of networks and contacts that would not be available in other towns.

In order to support this important growth sector it is necessary that dedicated workspace is found for the industry. Most artists do not generate a level of income from their practice that would support commercial rents; therefore, rents for studio space need to be set at an affordable rate or some ongoing support or subsidy will be necessary.

2.5. Sources of funding:

RDC has explored a number of different funding sources for this scheme including PWLB loans and funding from our own reserves. As with many local authorities RDC is currently experiencing significant pressure on resources, and as such to fund this project out of our limited reserve would put future delivery of services at risk.

Whilst prudential borrowing is an option for this scheme it would not address the viability gap presented by making this workspace available for the development of the local creative economy.

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

Whilst this site has been disused for 14 years it is safe to assume that eventually a developer would see potential value in the land. Timescales for this could be unknown, the existing head lease owner have demonstrated their unwillingness to invest in the site and with there being only 49 years remaining on the lease it is, with each passing year, less likely that a different investor will take over the site. Due to the business rates impact on the existing site owner of the empty half of the site it is possible that in the short to medium term they may choose to demolish the existing building

2.7. Objectives of intervention:

Project Objectives

Objective 1: To create 1599sqm of b1 light industrial space across 6 units for the specific use of creative industry businesses.

Objective 2: To create entry level and starter jobs for young creatives in the area

Objective 3: Work with the De La Warr Pavillion to access local networks and create a programme of development for local creatives which includes low cost space to work.

Problems or opportunities the project is seeking to address

Problem / Opportunity 1: The overall lack and variety of affordable workspace for creative industries. Success in the local light industrial market has raised rents to a level that excludes creative start-ups

Problem / Opportunity 2: The lack of jobs and opportunities for young creatives looking to break into the industry. Many college graduates leave the area whilst those going away for University do not return.

Problem / Opportunity 3: We have an internationally renowned arts venue in the De La Warr Pavillion which has not yet led to a significant growth in the local creative economy.

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

2.8. Scheme dependencies:

Project dependencies and risks:

Finance: PWLB loan money already agreed through democratic governance.

Land Ownership: Land has now been acquired and is within the control of the Council.

Programme: We would be looking to conduct a tender process for the construction works following any award. Although initial authorisation for the money would be made in December, it is not yet clear whether we would require planning permission for the works. If not the programme could proceed quicker than the indicative process outlined above.

Costs: Costs for the work are only indicative at this point and will only become more certain once a full tender process has been undertaken.

2.9. Key risks:

[Specify the key risks affecting delivery of the scheme and benefit realisation e.g. project dependencies, stakeholder issues, funding etc. Information on risk mitigation is included later in the template. This section should be kept brief and refer to the main risk register in the Management Case; max. 0.5 page.]

3. ECONOMIC CASE

3.1. Options assessment:

Longlist of options:

The following approaches to meeting the project’s objectives have been considered.

Bexhill Creative: Longlist delivery options		Revenue expenditure	Capital investment compared to preferred option	
			Less	More
Option A – Business as usual (Reference case)	No additional investment to support local creative sector.			
Option B – Business support programme only	Enhanced provision of sector specific business support, building on SECCADS.	◆		
Option C – Redevelop new business space (Preferred way forward)	Refurbishment of physical space to support local creative businesses		◆	
Option D – Build new business space (Do more)	Provision of physical space to support local creative businesses – new build option			◆
Option E – New business space with in-house business support programme (Do maximum)	Combination of physical space and enhanced business support.	◆	◆	

Options assessment:

Three options are ruled out from the longlist.

- **Option B – Business support programme only.** Business support is not identified as the principal growth barrier for local creative businesses, but Council research does highlight demand for support to develop business management skills and commerciality. However, *South East Creative, Cultural and Digital Support (SECCADS)* has been established in 2018 to support cluster development, market access, start-up and business growth in the sector – delivered locally through De La Warr Pavilion. Any new programme would risk co-ordination and duplication challenges, and this option is therefore ruled out.
- **Option D – Build new business space.** Investing in new build commercial workspace could potentially distort the local private property market, by providing a product in direct competition with existing and ongoing developments. There are currently a number of underused buildings available for redevelopment in Bexhill (*Bexhill Creative Workspace Study, Always Possible Ltd, March 2018*) but private investors have considered this too high risk and focused on new build light industrial provision. A new build development would also cost more, which could compromise the ambition for low-cost workspace called for by local creative businesses.
- **Option E – New business space and business support programme.** The Council has made a decision that provision of new business space with in-house business support would risk overlap with current and planned future provision, which could include a second phase managed workspace.

Shortlist of options:

Option A and Option C are taken forward for appraisal.

Option C involves the redevelopment of the Premier Foods factory on Beeching Road – vacant since 2004. Rother District Council owns the freehold. Mars Pension Trustees have a headlease for a further 50 years. The site is half a mile from the De La Warr Pavilion and Collington Station (3 London trains an hour).

A reduced investment variant of Option C is also considered, with the **three shortlist options** defined as follows:

- **Option 1 – Business as usual** – No further public sector investment – no additional support is provided for local creative sector businesses. Activity at Beeching Road has been minimal since Premier Foods’ closure in 2004, so the property is not expected to be occupied in the medium-to-long term.
- **Option 2 (phased works) – reduced investment option** – £1.44m (£0.64m LGF) – This option would refurbish 1,599m² light industrial floorspace to provide six units for rent to creative sector businesses at affordable rents of £5 per sq.ft. A cost reduction of £320,000 could be achieved by not replacing the roof.
- **Option 3 – preferred option** – £1.76m (£0.96m LGF) – The full refurbishment option includes the replacement of the deteriorating roof and redevelopment of business units to first-finish ‘shells’. RDC have negotiated a buy-out price for the head lease of £800,000.

Options Appraisal

The **reference case** is a ‘business as usual’ position, in which the building continues to be unlettable, based on the evidence of the sporadic occupancy and increasing dilapidation over the last decade. Work to bring the building up to basic commercial standards is estimated at c. £1m, with gross annual rental potential estimated at c. £130,000 pa (at £7 psf). This has been insufficient to attract sustainable private investment since 2004. In the reference case the site supports no gross economic benefits over the next 15 years. This would fail to fulfil the project objective to support creative businesses and develop Bexhill’s creative cluster.

The roof of the building is known to be in disrepair but the full extent of the required work is not yet known. The **reduced investment option** excludes the cost of replacing the roof. It therefore has two potential outcomes: (1) construction-phase surveys indicate a new roof is needed; or (2) a new roof is required in the near future after the building is occupied. In the first case, the delivery programme would be delayed and the cost would increase over budget. In the second case, cost efficiencies of single phase delivery will be lost (procurement, cost inflation etc.) and occupiers will be disrupted.

The **preferred option** is, having acquired the site, completely refurbish the entire building to first-finish ‘shell’ standard, providing six large, low-cost, flexible industrial units for use by the creative sector. A lack of affordable workspace is identified as the primary barrier to local creative business expansion. Enhanced provision may help develop a cluster of creative economic activity – encouraging both relocation to Bexhill and indigenous business growth.

Without SE LEP investment, the site is likely to continue unoccupied. The requested grant of £0.96m is the minimum possible SE LEP investment in the project without reducing scope and potential economic outputs.

3.2. Preferred option:

The preferred option is to purchase the former Premier Foods factory from Mars Pension Trustees for £0.8m and deliver a £0.96m refurbishment, including:

- Removal of internal partition walls and mezzanines;
- Levelling raised floors and repairing brickwork;
- Reinstating internal walls and providing new roller-shutter doors;
- New toilets;
- Relining the gutters and clearing the drains; and,
- Roof repair and/or replacement.

This will provide 6 divisible ‘shell’ units of between 228m² and 290m² (total 1,599m²), with shared facilities and flexibility to accommodate up to 15 creative sector businesses.

Initial rent will be £5psf, an affordable level compared to the estimated market value of £7 psf. Expected gross rent from the building is therefore a maximum of £86,000 per annum.

Business support will be provided via the De La Warr Pavilion (0.5 miles away), which is a SE LEP business support delivery centre and designated Cultural Hub for SECCADS, an ERDF-funded partnership of creative businesses, local authorities and education bodies working to accelerate growth in the digital, creative and cultural sector.

The specification for the preferred option (size, location, rents) has been developed in consultation with around 60 business owners and self-employed workers, from visual arts, crafts and design, film and TV, architecture and performing arts. The *Bexhill Creative Workspace Study* (2018) identifies demand for large workspaces with plenty of natural light, sufficient space for storage and ‘making’ activity, the option to work at any time of day, and proximity to public transport and parking.

3.3. Assessment approach:

The investment value (£1.76m total cost, £0.96m LGF ask) falls below SE LEP’s £2m threshold for application of MHCLG guidance to economic appraisal.

The main economic outcome of the proposed investment is the growth of the number of jobs and businesses in the Bexhill creative cluster, through indigenous growth and inward investment. The economic assessment therefore focuses on the net additional employment and GVA benefits of the preferred option for the SE LEP economy.

Employment estimates are based upon HCA employment density benchmarks. The overall assessment follows HM Treasury Green Book (2018) guidance for sub-national investment proposals, applying appropriate additionality adjustments and 3.5% annual social time preference discount.

3.4. Economic appraisal assumptions:

Gross employment (76 gross operational jobs)

Gross employment outputs are calculated from the refurbished floorspace and HCA standard employment density benchmarks:

- Maker space (B1c) employment density – 1 FTE per 40m²;
- Studio (B1c) employment density – 1 FTE per 40m².

(HCA Employment Density Guide, 2015)

Total floorspace: **1,599m²**

Unit 7: 279m ²	Unit 10: 290m ²
Unit 8: 279m ²	Unit 11: 228m ²
Unit 9: 261m ²	Unit 12: 262m ²

The time profile of occupancy is based on the Council’s projections, as follows:

- Construction complete January 2020;
- New occupants from start of 2020/21 financial year;
- Take-up:
 - Y1 2020/21 17%
 - Y2 2021/22 49%
 - Y3 2022/23 84%

- Unit 12 is assumed to remain vacant as an allowance for void periods across all units

Occupier churn: In the larger units it is assumed that upon occupation, the same occupier remains for the duration of the 15 year appraisal period to 2035/36. For the smaller sub-divided

units, it is assumed occupants outgrow the space after five years, allowing two rounds of replenishment of business occupiers.

Net additional employment (36 net additional jobs)

Gross employment has been adjusted to estimate net additional impacts in line with HM Treasury *Green Book* approach:

Leakage: 5% deduction (the proportion of economic output realised outside the SE LEP area)

- 95% of jobs in Rother District are taken up by residents of the SE LEP area (Census, 2011).

Displacement: 50% deduction (the proportion of economic output displaced within the SE LEP economy)

- sub-regional median for regeneration through physical infrastructure (capital projects, promoting culture) is 50% (BIS Occasional Paper No. 1, 2009).

Deadweight – 0% deduction (economic output which would occur in the absence of the investment)

- The reference case position is that the site will not support any economic activity for the duration of the appraisal period, therefore no deduction.

Gross Value Added (GVA)

The profile of net additional employment supported by the investment is used to provide an estimate of economic output, calculated as net cumulative GVA by 2035/36. Assumptions and evidence used in this calculation are as follows:

- Persistence of employment benefits: 10 years from creation
- Appraisal period: 15 years from completion of building: 2020/21-2035/36 (in line with expected economic lifetime of refurbishment investment)
- GVA per Job – **£51,400**
 - Performing arts, artistic creation and supporting activities in East Sussex, West Sussex and Surrey (2014/16, ONS, BRES)
- Present value discounting: **3.5% per annum**
 - HMT Green Book (2018) Social Time Preference discount rate
- GVA price base year is 2016
- Discount year is 2018/19

3.5. Costs:

The **total gross cost** of the scheme estimated at **£1.76m**: £0.80m purchase of the head lease and £0.96m of refurbishment works. Rother District Council intends to fund the acquisition with PWLB borrowing with the remaining £0.96m sought from SE LEP. As the aim of the project is to bridge the workspace affordability gap for growing creative sector businesses, ongoing revenues are expected to be low but generally in line with operating costs.

3.6. Benefits: Gross employment

The refurbished building is expected to accommodate 40 creative workers at any one time, allowing for one unit (assumed to be unit 12) to be unoccupied as an allowance for voids across the whole building.

The provision of affordable workspace is intended to support the growth of the occupying creative businesses. While there will be no policy of moving tenants on after a set period, natural occupancy churn and replenishment is expected. In the economic model, the twelve smaller units (subdivisions) are replenished every five years with new tenants, the old tenants having outgrown the premises. The relocating jobs are assumed to stay within the SELEP area. On this basis, **the estimate of gross employment supported by investment in the redeveloped building is 76 jobs** within the 2020/21-2035/36 appraisal period.

3.7. Local impact: Net additional employment and GVA

The project is estimated to support **36 net additional jobs in the SE LEP labour market** based on 76 gross jobs supported in the workspace over the appraisal period. It is also based on a

prudent assessment of the number of accommodated jobs that are additional to the SELEP economy. 16 net additional jobs are created through the initial take up of the building between 2020/21 and 2022/23 and a further 20 jobs with future replenishment.

At this level of net additional employment, the investment could support up to £1.33m annual GVA, totalling £14.88m gross cumulative GVA by the end of the appraisal period **or £10.65m cumulative net GVA when discounted to present value.**

3.8. Economic appraisal results: summary of impacts and value for money

The estimated economic impact of the Bexhill Creative Workspace project is 76 gross FTE jobs (36 net additional to the SE LEP labour market) over the first 15 years of the life of the redeveloped property. This supports an estimated £10.65m cumulative net additional GVA (discounted to present value).

Benefit cost ratio (BCR)

£10.65m cumulative net additional GVA (discounted) supports a **BCR of 11 : 1** when compared to the £0.96m LGF investment requested from SELEP.

Compared to the total gross public sector cost including the Council's contribution, the **BCR is 6 : 1**.

This demonstrates the project's potential to achieve a positive economic return on investment for both SELEP and wider public sector investments.

The positive value for money position is robust to changes in occupancy assumptions. As a sensitivity, assuming no churn and replenishment of occupancy the respective BCRs are 6.7 : 1 and 3.6 : 1.

Cost per net additional job

As a secondary value for money assessment, the cost per net additional job metrics are:

- SELEP LGF per net additional job: £26,650
- Overall gross public sector cost per net additional job: £48,900.

The relevant benchmarks for evaluating cost per job are:

- £28,700 – Low
- £39,850 – Mid-point
- £51,000 – High

Source: HCA Calculating Cost Per Job Best Practice Note (2015)

This demonstrates reasonable value for money potential for both SE LEP and total gross public sector investment.

Note: RDC's investment will purchase a lease for 50 years and as such assessment of these particular costs and benefits may warrant a longer appraisal period than the 15 years considered.

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:

Having appointed Meridan Surveyors to carry out a condition report on this site, we understand the value of the works required to be above OJEU Thresholds, meaning a full tender process will be required in order to appoint a contractor to carry out the refurbishment and improvement works. In order to inform the basis upon which we appoint a contractor, we intend to instruct consultants to work up a detailed specification and oversee the works, and for the sake of continuity it is like we would want to appoint Meridan for this appointment. Appointment of a contractor will follow a full open tender exercise, targeted where possible at local contractors, and assessed on a 40/60 cost/quality ratio.

4.2. Preferred procurement and contracting strategy:

On receipt of the detailed specification for our consultants, we will engage in a process of soft market testing to ensure that there is sufficient interest from the marketplace for bidding for this work. Invitations to tender will allow for innovation and creativity, and assessed on the basis of finding the most economically advantageous tender. This may not simply be the cheapest, but the one which delivers community benefits and social value while minimising impact on surrounding property and businesses. The appointment will be made on a Design and Build Basis, under a JCT. The consultants appointed to draft the specification will be contract administrators and will oversee the project.

4.3. Procurement experience:

The tender exercise will be overseen by the East Sussex Procurement Hub, an in-house a Service which is shared by surrounding local authority areas. The team aims to create best practice across its members and make doing business with local government in East Sussex straightforward and more transparent. Through a proven track record of engaging with suppliers through a process of soft market testing, engaging in 'meet the buyer' events and seeking feedback from suppliers, the hub seeks to ensure its approach is feasible and competitive, encouraging organizations to bid for contracts. Through entering into a D&B contract with its chosen contractor the Council will ensure that the detailed-design liability and certain other risks would be passed over to the contractor, for them to take on the risk and build out the site. The main contractor would directly appoint the Architect and Structural Engineer required to develop the design further. The Employer's Agent would remain working directly for the council acting as the Contract Administrator for the Design and Build contract. The contractor would therefore take on the main construction risk in terms of detailing, design and programme in return for a lump sum.

4.4. Competition issues:

None Identified – The Contracts Administrator is confident that there is sufficient competition in the local marketplace to ensure competitive price returns

4.5. Human resources issues:

This project is already assigned to a project manager on staff at RDC and is incorporated into the annual work plan. There are no significant HR issues.

4.6. Risks and mitigation:

Specify the allocation of commercial risks (e.g. delivery body, federated area, scheme promoters) and describe how risk is transferred between parties, ensuring this is consistent with the cost estimate and Risk Management Strategy in the Management Case; max. 1 page.]

4.7. Maximising social value:

[Where possible, provide a description of how the procurement for the scheme increases social value in accordance with the Social Value Act 2012 (e.g. how in conducting the procurement process it will act with a view of improving the economic, social and environmental well-being of the local area and particularly local businesses); max. 0.5 page.]

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 values¹.

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 for the preferred option is £1.76m with two funding sources. RDC as the scheme promoter will be contributing the cost of the land whilst refurbishment costs are sought from SE LEP. A full breakdown is available at 5.5. however RDC officer time has not been included as a cost.

We have also submitted a bid to the Arts Council England for £100k grant to further facilitate creative workspace. This grant (if successful) would facilitate the purchase of equipment that would broaden the appeal to potential tenants. This could include a kiln, welding equipment, and

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

RDC are seeking £0.96m of Local Growth Fund grant funds from the SE LEP.

5.3. Costs by type:

Cost type	18/19 £000	19/20 £000	20/21 £000	Etc.
Land Acquisition	800			
Refurbishment External: Strip out and remove all tenant alterations including all M&E installations, signage, security cameras and all associated wiring. • Demolish the rear extension to Units 9, 10 & 11, as shown on drawing no. 26901/02, to form the layout shown on drawing no. 26901/08 Rev K. • Demolish the small plant room to the rear elevation of Unit 12, as shown on drawing no. 26901/02, to form the layout shown on drawing no. 26901/08 Rev K. • Demolish the plant rooms to the left		800		

¹ Nominal values are expressed in terms of current prices or figures, without making allowance for changes over time and the effects of inflation.



<p>elevation of Unit 12, as shown on drawing no. 26901/02, to form the layout shown on drawing no. 26901/08 Rev K.</p> <ul style="list-style-type: none">• Infill openings to the brickwork to the left and rear elevation of Unit 12, upon removal of the M&E installation and plant.• Undertake brickwork and pointing repairs to the left elevation of Unit 12.• Reinstate the rear warehouse wall to Units 9, 10 and 11.• Remove the windows to Units 9-12 and block up the openings.• Remove existing and supply and install a new steel fire door to the rear of Unit 12.• Remove the existing and supply and install new roller shutter doors to Units 9 and 12.• Construct a new opening, and supply and install a new roller shutter door to Unit 11.• Construct a new opening, and supply and install a new roller shutter door to Unit 10.• Allow to increase the pedestrian entrance to Unit 12, and supply and install new glazed aluminium framed double entrance doors and frames.• Construct a new opening, and supply and install a new glazed aluminium framed door and frame to Unit 11 to create a pedestrian entrance.• Design and install steel over-cladding to the south elevations of Units 9-12. Include for boxing around rainwater downpipes and trims. <p>Internal: Remove asbestos internally within the units and label the asbestos roof sheets. An asbestos completion certificate will be provided on completion.</p> <ul style="list-style-type: none">• Remove all alterations including raised floors, mezzanine floors, suspended ceilings, partitions, existing office and WC accommodation, internal doorsets and all				
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<p>fixtures.</p> <ul style="list-style-type: none"> • Replace defective lining panels. • Undertake blockwork and pointing repairs. • Construct new blockwork wall in between the existing columns to divide each unit. • Construct new WC accommodation to provide 1 no. male and 1 no. female WC to each unit. • Decorate brickwork walls. • Clean the portal frames. • Apply new construction grade repair screed to floor slab following removal of the adapted resin slab above, and apply an epoxy coating. <p>Mechanical & Electrical:</p> <ul style="list-style-type: none"> • Strip back the electrical services in the Units. • Provide stacks for the incoming tenants to connect to in each unit. • Provide an electrical supply for the incoming tenants to connect to in each unit. • Provide 1 no. gas supply with a minimum flow rate of 3.2m³/hour. • Installation of a new fire alarm system in all units. • Installation of new emergency lighting in all units. <p>Fit out for Creative Use</p> <ul style="list-style-type: none"> • Creation of flexible segregated workspace. • Installation of specialist equipment <ul style="list-style-type: none"> ○ Kiln ○ Crane ○ Digital Studio Equipment 			100	
Contingency		160		
Non-capital [For example revenue liabilities for scheme development and operation]				
QRA				
Monitoring and Evaluation				
Total funding requirement				
Inflation (%)				

5.4. Quantitative risk assessment (QRA):

[Provide justification for the unit costs and a Quantitative Risk Assessment (QRA) provisions (detailed in the capital and non-capital tables above); max. 2 pages. Please provide supporting documents if appropriate.]

This is not required at SOBC stage.

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

The land acquisition was completed in December 2018 with the match funding having been committed at this stage. The site acquisition was part of a larger deal which involves a number of landholdings with the same vendor, only costs associated with the site specific to this project have been included here. However only the strict cost of the land has been accounted for and this does not include associated costs of transfer such as Stamp Duty and transaction fees which have accounted for approximately £50,000.

Funding source	Expenditure Forecast				
	18/19 £000	19/20 £000	20/21 £000	21/22 £000	22/23 £000
Rother District Council	800				
Local Growth Fund		960			
Arts Council England (TBC)			100		
Total funding requirement	800	960	100		

5.6. Funding commitment:

Provided, as requested

5.7. Risk and constraints:

Risk	Description	Mitigation	Risk Rating
Land Acquisition	Land has now been fully acquired and is within the control of the Council	N/A	LOW
Design and Build Exceeds estimates	There is a chance that the capital works cost could exceed initial estimates	A full survey of the building has been undertaken and a cost of works has been developed by a quantity surveyor. A standard 20% contingency has also been applied as part of the project cost estimates.	LOW
Governance Approval	Prior approval for acquisition is already in place,	Support for the project and the bid has been received	LOW



	however additional approval from the Rother District Council Cabinet would be required for the inclusion of the project to the Capital Programme	from political leaders.	
Take up of space.	Following the development if there is a lack of take up for the space then it creates a financial sustainability risk for the council as landlord.	The council are establishing a working group as set out in the management case to ensure proper marketing to creative industries and effective take up.	Low

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:

Acquisition of the land has now taken place and the scheme has been accepted on to the RDC capital programme.

We have installed effective PRINCE2 project management protocols including the appointment of a project manager and the creation of a project board.

Project Board:

Executive – Ben Hook, RDC

Senior User – Stewart Drew, CEO De La Warr Pavilion

Senior Supplier – TBC, following tender process

Project Manager – Stephen Marsden, RDC

6.2. Approvals and escalation procedures:

As a Council led scheme this project is subject to the democratic approvals process. Approval for the acceptance of the grant and the delivery of the project has already been provided by the RDC Cabinet and Full Council. This approval was provided in February 2019.

6.3. Contract management:

We have now appointed a contract manager/employers agent (Lawson Queay) who are responsible for monitoring the delivery of the contract and the performance and compliance of the contractor delivering the capital works. They will report directly to the project manager who will report to the project board on a monthly basis.

6.4. Key stakeholders:

Team East Sussex

SE LEP including SECEN

Bexhill Town Centre Steering Group

Local RDC and ESCC Members

De La Warr Pavilion

Bexhill Contemporary

East Sussex County Council

Bexhill Resident's Assoc.

6.5. Equality Impact:

Protected Characteristic Group	Is there a potential for positive or negative impact?	Please explain and give examples of any evidence/data used	Action to address negative impact (e.g. adjustment to the policy)
Disability	Potential Negative	There is potential that should the scheme not be designed to ensure that the creative workspace would be accessible to those with a range of disabilities that a there might be a negative impact on the chances of people with disabilities within the local creative economy	The works to the building will seek to ensure level access throughout where possible. Work with the workspace management team to ensure that the workspace remains adaptable and accessible and that appropriate utility provision (toilets etc) is made to cater for those with a disability
Gender reassignment	Nil		
Marriage or civil partnership	Nil		
Pregnancy and maternity	Nil		
Race	Nil		
Religion or belief	Nil		
Sexual orientation	Nil		
Sex (gender)	Nil		
Age	Positive	As outlined in the attached brief for the business case a likely tenant is the local college who would want part of the space for the development of their students. This will have an adversely positive impact on that group.	

6.6. Risk management strategy:

The purpose of tis risk management strategy is to ensure the expeditious identification of risk, planning and implementation of effective mitigation measures, and the reporting lines by which that risk will be communicated to stakeholders.

It is the responsibility of the project manager to maintain and update a comprehensive risk register which is to be presented to the Project Board at regular intervals. The Project Manager using good judgement should assess and evaluate the likelihood and impact of the risk using the 5 by 5 rating methodology outlined in Appendix B.

- Where risks have a pre-mitigation rating lower than 7, the project manager should log these and implement mitigation measures they feel are appropriate, without the need for board approval.

- Where initial risk ratings are greater than 7. These should be reported to the board immediately with recommendations for mitigation actions that should be taken. It is the responsibility of the board to agree the mitigation interventions for these risks.
- Where a risk remains greater than 7, after the implementation of mitigations, the Project Executive becomes the owner of that risk receiving more regular updates than standard board meetings.

As an example of this working in practice the first example in appendix B. The risk was identified and noted in the report. The existing Project Board has agreed the various options that could be used should the works prove more costly following procurement. Also the board have reviewed the professional advice provided by surveyors on the likely costs and are satisfied that the likelihood of the costs overrunning is low.

6.7. Work programme:
Provided in appendix C

6.8. Previous project experience:
The project board and manager have significant experience in managing the delivery of commercial workspace with similar construction projects at:

Elva Way, Bexhill
Swallows Business Park
Bexhill Enterprise Park
Peasmarsh Industrial Park

6.9. Monitoring and evaluation:
Monitoring of the outputs of the project will be provided at end of project report

By building the monitoring and evaluation requirements into either the management contract or the tenancy (depending on the methodology employed for managing the workspace) we will ensure that we are able to meet all of the evaluation milestones as required by SE LEP.

This will include the monitoring of the following:

Job/ User numbers – We will seek to work with the management to ensure that we are able to identify displacement, new entrants, business growth, and business longevity.

Learners Enabled – If the college become a part tenant of the space we will look to garner information regarding the number of students enabled and at the 5 year review seek to understand how many of those students went on to have jobs in the creative industries.

A baseline report will be carried out and provided to the ITE prior to the Accountability Board decision.

6.10. Benefits realisation plan:
To ensure that the full benefits of this scheme are realised a business plan for the final creative hub has been commissioned. This is required to ensure that we can attract creative workspace management companies to the project as well as ensuring that the internal fit out, for which there is a bid to Arts Council England for £100k, meet the needs of the emerging creative economy. This will also ensure that industry experts, not the local authority, are shaping the final product to be offered to market.

In addition to this we have initiated a steering group who are taking ownership of this process which includes some key local stakeholders and drivers of the creative economy. This group includes:

- De La Warr Pavillion
- Bexhill Contemporary
- Bexhill College
- ACAVA – a Creative Workspace provider
- East Sussex College Group
- Fulcrum Learning

Whilst the final management arrangement for the building is yet to be determined it will be guided by the business plan and designed with the creative industries at heart. The group have already agreed that the proposed works planned for the external fabric of the building will provide sufficient flexibility for all of the potential future uses and that the development of the business plan should not delay the capital works. It will however shape the internal fit out and funding arrangements for the operation of the hub

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>	Yes / 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>	Yes /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>	Yes / 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 Davies Gleave, 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 E.

Where scheme promoters consider information to fall within the categories for exemption (stated in Appendix E) 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>Designation</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	Residual Likelihood/Impact Scores
Land Acquisition	Land has now been fully acquired and is within the control of the Council	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Design and Build Exceeds estimates	The extent of the work would have to be value engineered and potentially re-scoped	RDC	Stephen Marsden	Low (2)	High (4)	8	A full survey of the building has been undertaken and a cost of works has been developed by a quantity surveyor. We have also identified options for de-scoping that would limit the impact of the potential cost overruns. A standard 20% contingency has also been applied as part of the project cost estimates.	2/2 = 6
Take up of space.	Following the development if there is a lack of take up for the space then it creates a financial sustainability risk for the council as landlord.	RDC	Mel Powell	2	High (4)	8	The council are establishing a working group as set out in the management case to ensure proper marketing to creative industries and effective take up.	1/4 = 4

Planning	Failure to secure planning permission for the external amendments to the building	RDC	Stephen Marsden	Low (1)	Med (3)	3	Pre-application planning advice has been sought and indicates that the local planning authority are supportive of the plans. If planning permission were refused then we would look to only undertake works within the existing footprint of the building and with the existing accesses.	1/3 = 3

* 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	2019						2020												2021					
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
Completion of business case to AB approval	█	█	█																					
Planning Application	█	█	█																					
Procurement and appointment of contractor	█	█	█	█																				
Construction Period				█	█	█	█	█	█	█	█													
Snagging period											█	█	█	█	█	█								
Internal Fit Out											█	█	█	█										
Period from first tenancy to initial full occupation																█	█	█	█	█	█			

11. APPENDIX D – MONITORING AND EVALUATIONS METRICS

Please note, it is not necessary to report against all the Monitoring and Evaluation Metrics below unless they are relevant to the scheme. There is scope to add further Monitoring and Evaluation Metrics where necessary.

Category	Key Performance Indicators	Description
High-level outcomes	Jobs connected to intervention (permanent, paid FTE)	<i>[Add description where relevant to describe how the relevant KPIs will be used to monitor the outcomes]</i>
Land, Property and Flood Protection (outputs)	Follow-on investment at site (£m) - Please state whether Local Authority, Other Public Sector, Private Sector or Third Sector	£100k additional investment from ACE
	Anticipated commercial floorspace refurbished - please state sqm and class	1599sqm b1(c)
	Actual commercial floorspace refurbished - please state sqm and class	
	Anticipated commercial floorspace occupied - please state sqm and class	1599sqm b1(c) by April 2021
	Actual commercial floorspace occupied - please state sqm and class	
	Commercial rental values (£/sqm per month, by class)	
Business, Support, Innovation and Broadband (outputs)	Actual number of new enterprises supported	
	Anticipated number of potential entrepreneurs assisted to be enterprise ready	
	Actual number of potential entrepreneurs assisted to be enterprise ready	
	Anticipated number of enterprises receiving grant support	
	Actual number of enterprises receiving grant support	
	Anticipated number of enterprises receiving financial support other than grants	
	Actual number of enterprises receiving financial support other than grants	
	Anticipated no. of additional businesses with broadband access of at least 30mbps	
	Actual no. of additional businesses with broadband access of at least 30mbps	
Financial return on access to finance schemes (%)		

12. APPENDIX E – ECONOMIC APPRAISAL ASSUMPTIONS

[The DCLG appraisal guide data book includes all of the appraisal and modelling values referred to in the appraisal guidance. Below is a summary table of assumptions that might be required. All applicants should clearly state all assumptions in a similar table.]

Appraisal Assumptions	Details
QRA and Risk allowance	As per financial case
Real Growth	N/A
Discounting	HM Treasury Green Book <i>Social Time Preference Rate</i> (3.5% Y0-30; 3% Y31-60)
Sensitivity Tests	The positive value for money position is robust to changes in occupancy assumptions. As a sensitivity, assuming no churn and replenishment of occupancy the respective BCRs are 6.7 : 1 and 3.6 : 1.
Additionality	5% leakage; 50% displacement; 0% deadweight
Administrative costs of regulation	N/A
Appraisal period	Appraisal period: 15 years from completion of building: 2020/21-2035/36 (in line with expected economic lifetime of refurbishment investment)
Distributional weights	N/A
Employment	GVA impacts of net additional employment as outlined in economic case
External impacts of development	Not monetised
GDP	N/A
House price index	N/A
Indirect taxation correction factor	N/A
Inflation	All values in 2018/19 prices. No inflation adjustment
Land value uplift	N/A
Learning rates	N/A
Optimism bias	Not monetised
Planning applications	
Present value year	2018/19
Private sector cost of capital	
Rebound effects	N/A
Regulatory transition costs	N/A

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.*