Capital Project Business Case
S-CATS – PHASE 3 – Victoria Circus and the Stub End of London Road

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.

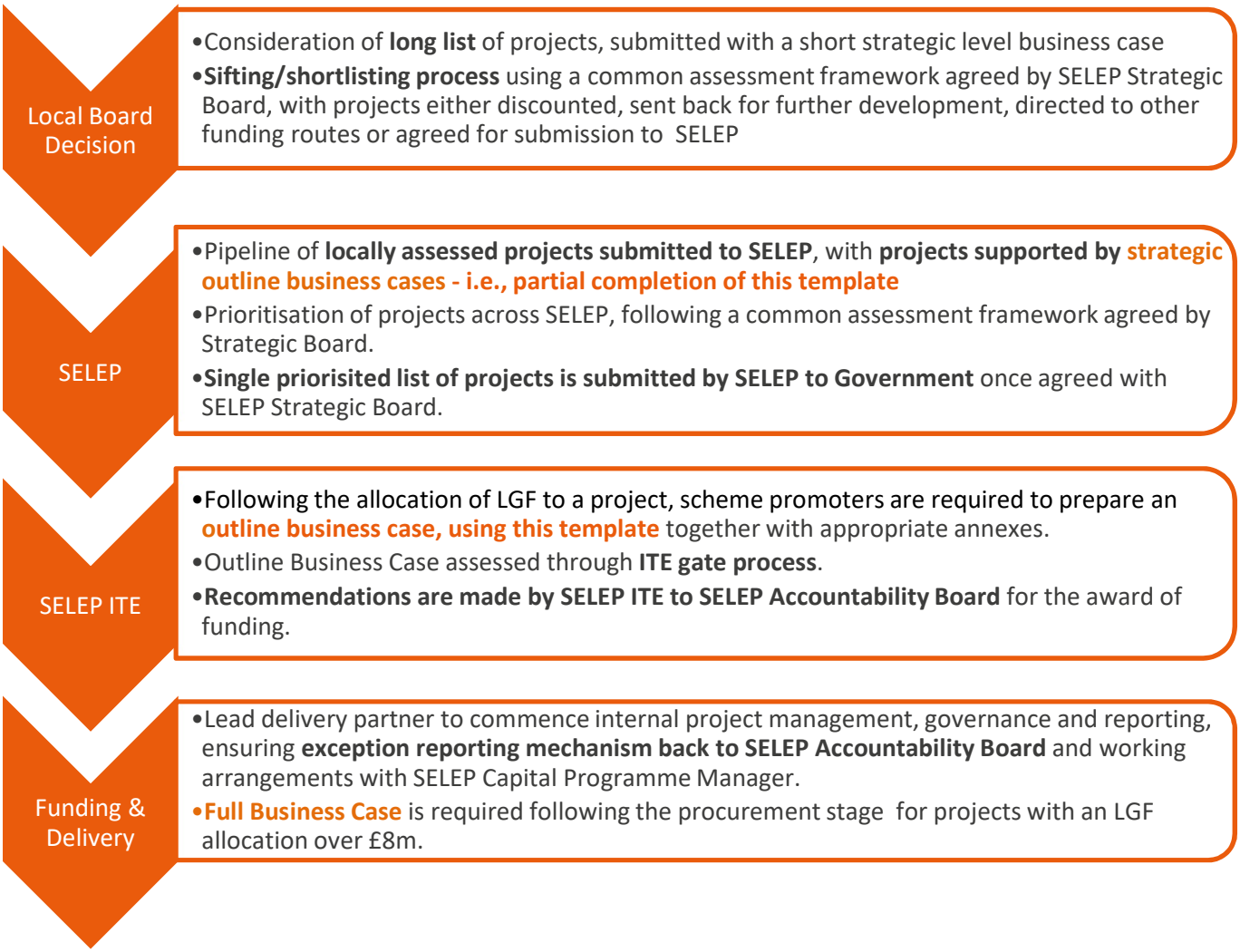
It is also designed to be applicable across all funding streams made available by Government through SELEP. It should be filled in by the scheme promoter – defined as the final beneficiary of funding. In most cases, this is the local authority; but in some cases the local authority acts as Accountable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

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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Authorised by	Justin Styles
Date authorised	12/01/19

SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

1. PROJECT OVERVIEW

1.1. Project name:

[Specify the name of the scheme, ensuring it corresponds with the name of the scheme at programme entry (when added to the LGF prioritised list of projects).]

Southend-on-Sea Central Area Transport Scheme (S-CATS) Phase 3- Victoria Circus and stub end of London Road

S-CATS Phasing plan in Appendix 1

1.2. Project type:

[Road, rail, LSTF, integrated package, maintenance, etc.]

Public realm improvement and place-making

1.3. Federated Board Area:

[East Sussex, Kent & Medway, Essex, and Thames Gateway South Essex]

Thames Gateway South Essex

1.4. Lead County Council / Unitary Authority:

[East Sussex, Kent, Medway, Essex, Thurrock, Southend-on-Sea]

Southend-on-Sea Borough Council

1.5. Development location:

[Specify location, including postal address and postcode.]

Victoria Circus and stub end of London Road
Southend Town Centre
SS2 5SP

1.6. Project Summary:

[Provide a summary of the project; max. 0.5 pages.]

Southend Central Area Transport Scheme (S-CATS) represents a major opportunity to support the continued growth and regeneration of the Southend Central Area. It is the delivery mechanism for the policies set out in the Southend Central Area Action Plan (SCAAP) that are aimed at strengthening and transforming the Town Centre sub-regional role as a successful commercial and retail destination, cultural hub, educational centre of excellence, leisure and tourism attraction – an excellent place to live, work and visit. The SCAAP is part of the spatial planning strategy for the Borough, providing detail on the policies set out in the Core Strategy.

S-CATS Phase 3 will deliver public realm improvements and place-making interventions at Victoria Circus and stub end of London Road, identified and developed through the SUNRISE project using a co-creation process.

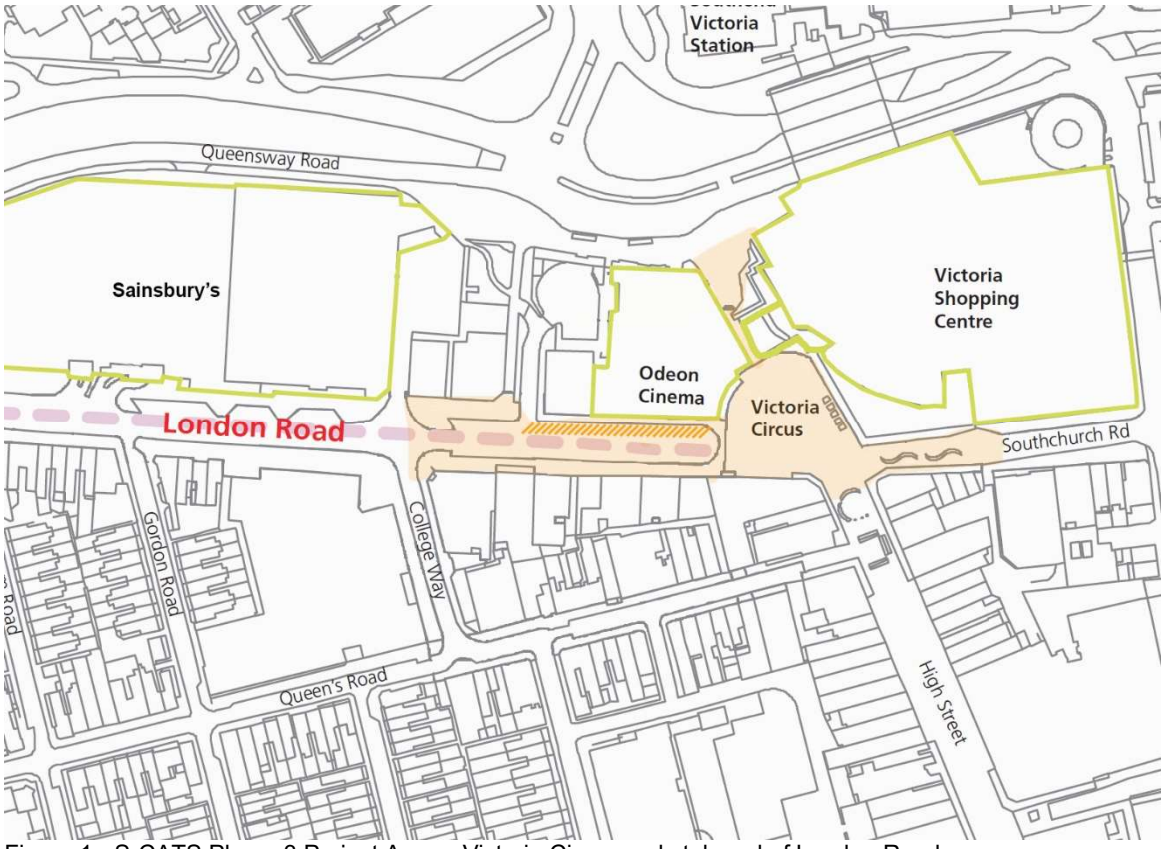


Figure 1 - S-CATS Phase 3 Project Area – Victoria Circus and stub end of London Road

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.)**
Southend-on-Sea Borough Council	Design and programme management
Contractor TBC	*Delivery Partner*
SUNRISE Consortium Appendix 2	*Co-creation partners*

1.8. Promoting Body:

[Specify who is promoting the scheme.]

Southend-on-Sea Borough Council

1.9. Senior Responsible Owner (SRO):

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

Peter Geraghty

1.10. Total project value and funding sources:

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

Funding source	Amount (£)	Constraints, dependencies or risks and mitigation
SELEP	£4m	Dependent on the approval of this business case
SUNRISE	£60,000	Grant confirmed
Total project value		
S-CATS Phase 3	£4.06	*Dependent on the approval of this business case*
Overall S-CATS scheme	£7.36	*Improvements worth £3m already delivered through S-CTAS Phase 1 and 2.*

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

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

£4m capital funding is requested from SELEP in the form of a financial contribution.
The funding will not constitute State Aid.

1.12. Exemptions:

[Specify if this scheme business case is subject to any Value for Money exemptions (and provide details of these exemptions) as per the SELEP Assurance Framework 2017, Section 5.7.4 and 5.7.5]

This scheme is not subject to any Value for Money exemptions.

1.13. Key dates:

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

Construction start date	January 2020
Scheme completion	March 2021

1.14. Project development stage:

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

Project development stages completed to date			
Task	**Description**	**Outputs achieved**	**Timescale**
Co-identification	A co-creation process as detailed in Appendix 3 was followed through the SUNRISE project to identify issues and collect ideas for proposed solutions.	This generated a long list of improvement measures for Victoria Circus and the stub end of London Road.	October 2017-September 2018
Co-development and Co-selection	A Core Group made of representatives of different stakeholder groups was set up to act as a steering group. The Core Group meets once a month, and through these meetings the ideas collected through the co-identification phase where selected to form a short list of measures.	This generated a short list of improvement measures for Victoria Circus and the stub end of London Road	July 2018 – November 2018
Business Case Gate 1 submission	Submission of business case SELEP	Business case completed	7 December 2018
Project development stages to be completed			
Task	**Description**		**Timescale**
Business Case Gate 2 submission	Submission of revised business case SELEP		14 December 2018
Co-development and Co-selection Preferred option selection	The short list of improvement measures will be taken to a Borough wide voting to allow the final scheme plan to be based on a democratic design process.		December to January 2019
Detailed Design	The results of the voting process will be used to create a detailed design.		February 2019 – June 2019

Co-implementation	Co-implementation phase will start with the detailed design and will follow the co-creation principles, like the previous ones, will use strong collaboration between the Council, local and cross border partners (SUNRISE team) as well as active engagement of the Core Group to unlock local resources, knowledge and skill to help ensure ownership of the output and community pride. We will be trialling the concept of 'Living Labs' in the context of a physical intervention. The Living Lab is co-creation approach of integrating research and implementation processes. In our specific pilot, we will develop a campaign around the implementation of the co-created solutions that helps with their simultaneous application, dissemination and showcase. We will organise a street trial event which will involve the use of a 'street kit' (temporary street furniture, temporary paint, planters etc.). This will enable local stakeholders to test the solutions co-developed/co-selected and provide feedback and modifications that can shape the proposed design solutions implemented by the end of the project. We will run a community newsletter through the co-implementation phase that builds a record of the co-creation and physical implementation process. At the end of this phase, the newsletters will be compiled and published into a project storyline which will include comments from local participants and suggestions for the neighbourhood's future. This will form a part of the project legacy and will be used for future projects.	February 2019 – March 2021
Procurement	This will include preparation of tender documents and procuring a delivery partner.	June – September 2019
Construction	Physical implementation of improvement measures	January 2020 – March 2021
Co-evaluation	Evaluation of the impact of measures and the co-creation process.	

1.15. Proposed completion of outputs:

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

Southend Central Area Transport Scheme (S-CATS) Phase 1 (Victoria Avenue) - £1m LGF funding granted in March 2016, project completed in 2017.

Southend Central Area Transport Scheme (S-CATS) Phase 2 (London Road) - £2m LGF funding granted in March 2017, project completed in 2018.
https://www.southeastlep.com/project/southend-central-area-action-plan-scaap-transport-package/

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:

[Outline the strategic context for intervention, by providing a succinct summary of the scheme, issues it is addressing and intended benefits; max. 2 pages.]

Southend Central Area Transport Scheme (S-CATS)

Southend Central Area Transport Scheme (S-CATS) represents a major opportunity to support the continued growth and regeneration of the Southend Central Area. It is the delivery mechanism for the policies set out in the Southend Central Area Action Plan (SCAAP) that are aimed at strengthening and transforming the Town Centre sub-regional role as a successful commercial and retail destination, cultural hub, educational centre of excellence, leisure and tourism attraction – an excellent place to live, work and visit. The SCAAP is part of the spatial planning strategy for the Borough, providing detail on the policies set out in the Core Strategy.

Southend Central Area Transport Scheme (S-CATS) has been developed in three phase (See Phasing plan in Appendix1):

- *Phase 1: Victoria Avenue Improvements*
- *Phase 2: London Road Area*
- *Phase 3: Victoria Circus and stub end of London Road (between College Way and Victoria Circus)*

Phase 1 included a series of junction improvements along Victoria Avenue that better manages traffic into and out of the town centre. Access and public realm improvements along London Road, College Way, Queens Road and Elmer Avenue are the next steps to encourage more residents and tourists to visit and spend time in the Town Centre and for local businesses to flourish.

S-CATS Phase 2 (London Road area) included improvements to the streetscape, public realm and walking/cycling facilities along the segment of London Road between Queensway Roundabout and College way, College Way, Queens Road and Elmer Avenue that provide access to the high street, the main library (The Forum), College, University and other key destinations in the Town Centre.

S-CATS Phase 3 (Victoria Circus and stub end of London Road) is the final phase of the Southend Central Area Transport Scheme and is critical to maximising benefits from the overall scheme. It will deliver public realm improvement and place-making measures, developed through a co-creation process, in the heart of the Town Centre.

S-CATS Phase 3 (Victoria Circus and stub end of London Road)

S-CATS Phase 3 will deliver public realm improvements and place-making interventions that have been identified and developed through the SUNRISE project using a co-creation process.

SUNRISE is an action research project funded through the EU Horizon 2020 that aims to stimulate and support co-creation processes towards tangible improvements of the local mobility situation. In Southend, working at the Town Centre neighbourhood level, we are collaborating with stakeholders including local residents, businesses and partner organisations to develop, implement, assess and facilitate co-learning about new, collaborative ways to address common urban mobility challenges in the area. As the key Gateway into the Town Centre, Victoria Circus and the stub end of London Road has been the focus of improvement plans.

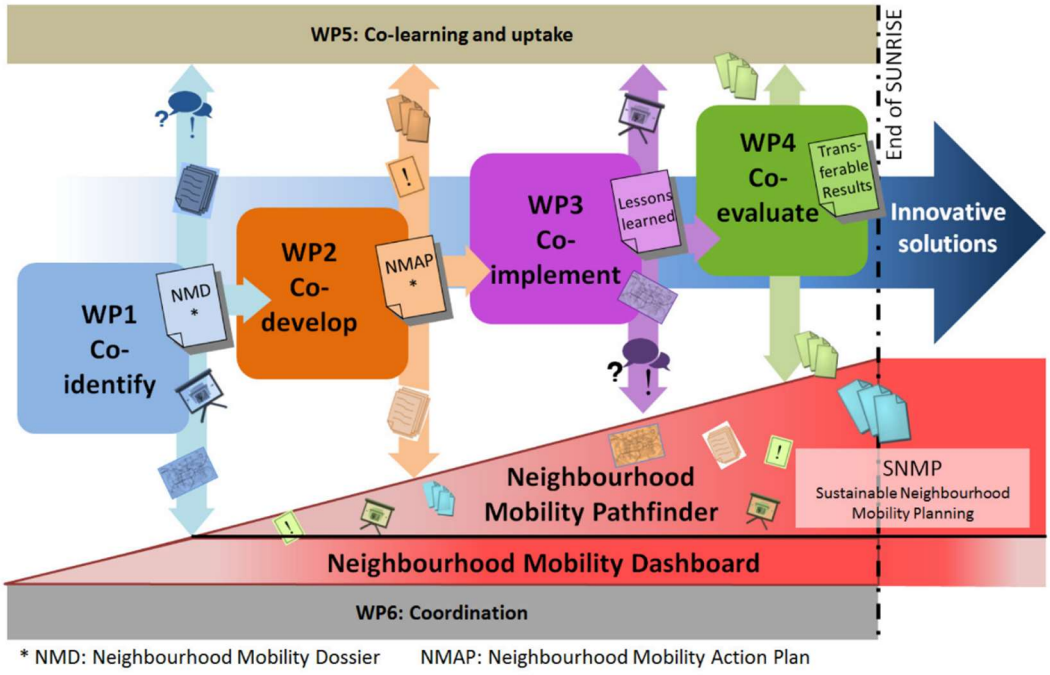


Figure 2 – SUNRISE Co-creation phases

During the first phase of the project, Co-identification phase, a series of engagement activities including public events, drop-in sessions and workshops as detailed in Appendix 3 were used to identify mobility issues in the project area as well as ideas and potential solutions for addressing these issues. This generated a long-list of ideas that were categorised into the following 6 groups of improvement types:

- *Planting – ideas for greening including, trees, planters, grassed areas as well as water features*
- *Street Furniture – ideas for addition of elements like seating, lighting, public art, covered area, play equipment etc.*
- *Use of public space – ideas for change of layout, reallocation of road space and use of space.*
- *Wayfinding – ideas related to signage and wayfinding in the Town Centre*
- *Walking and cycling – ideas for improving walking and cycling facilities*
- *Improving safety – ideas to improve safety and security*

During the second phase of the project, Co-selection and Co-development phase, a core group was set up to lead on shortlisting the ideas. The core group is a steering committee and administrative secretariat for the project that is made of 6 representatives from Southend-on-Sea

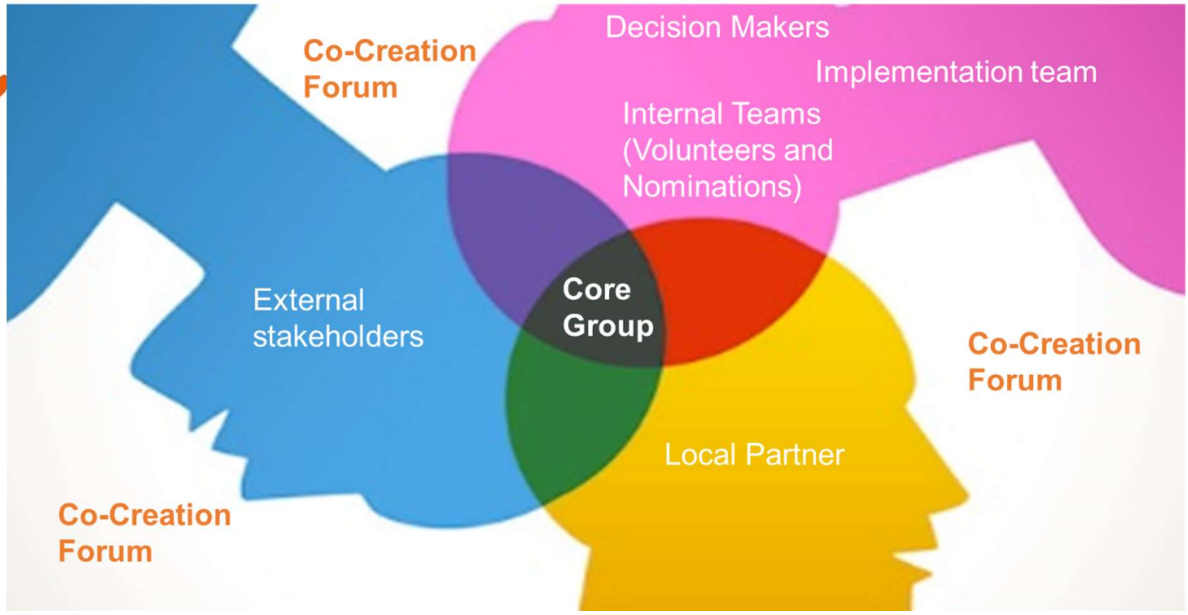


Figure 3 – SUNRISE Core Group composition

Borough Council, 6 representatives from partner organisations including the Business Improvement District (BID) and 3 local residents.

A shortlist of ideas was generated and is provided in Appendix 4. This will now be taken to a Borough wide voting to confirm a democratic design selection process and the final scheme will be a developed on its basis. The preferred scheme option will include elements from the 6 improvement categories described above. The ideas board below represents examples of improvement measures that will be implemented.

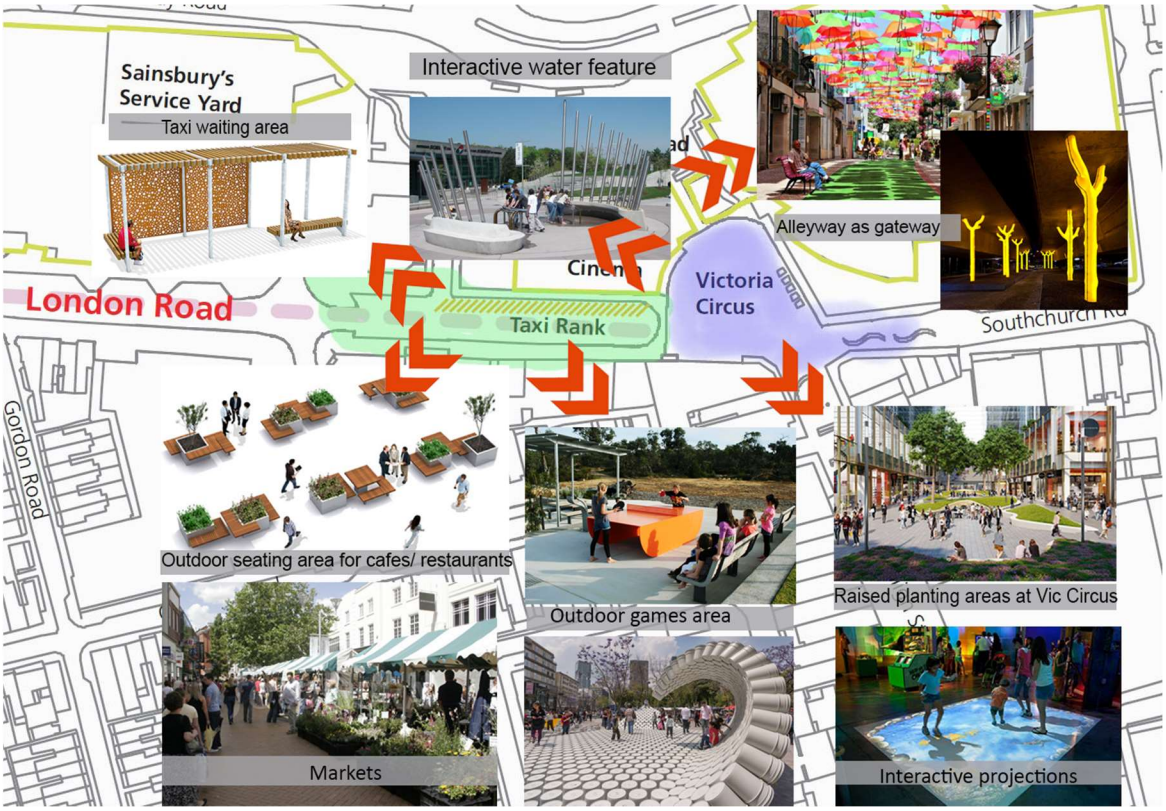


Figure 4- Ideas Board

As a part of the 'Participation Promise', a commitment was made to all stakeholders that their time and effort towards the project will result in actual implementation of improvement measures. This is critical to the success of the co-creation process. The participation promise clearly stated that large scape mobility solutions developed through the project will inform the business case for S-CATS Phase 3 (Appendix 5).

2.2. Location description:

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

Victoria Circus is located at the end of the Southend High Street, strategically located between Southend Victoria and Southend Central train stations. The High Street itself, running from Southend Pier to Victoria Circus is busy with high levels of pedestrian flows and stationary activity throughout. Much of this activity is focused around Victoria Circus, which offers a shopping centre, cafes, restaurants and a number of other retailers and services. There is also the proximity to Southend Central Library & the Forum, the South Essex College and the University of Essex, a hub of educational facilities.

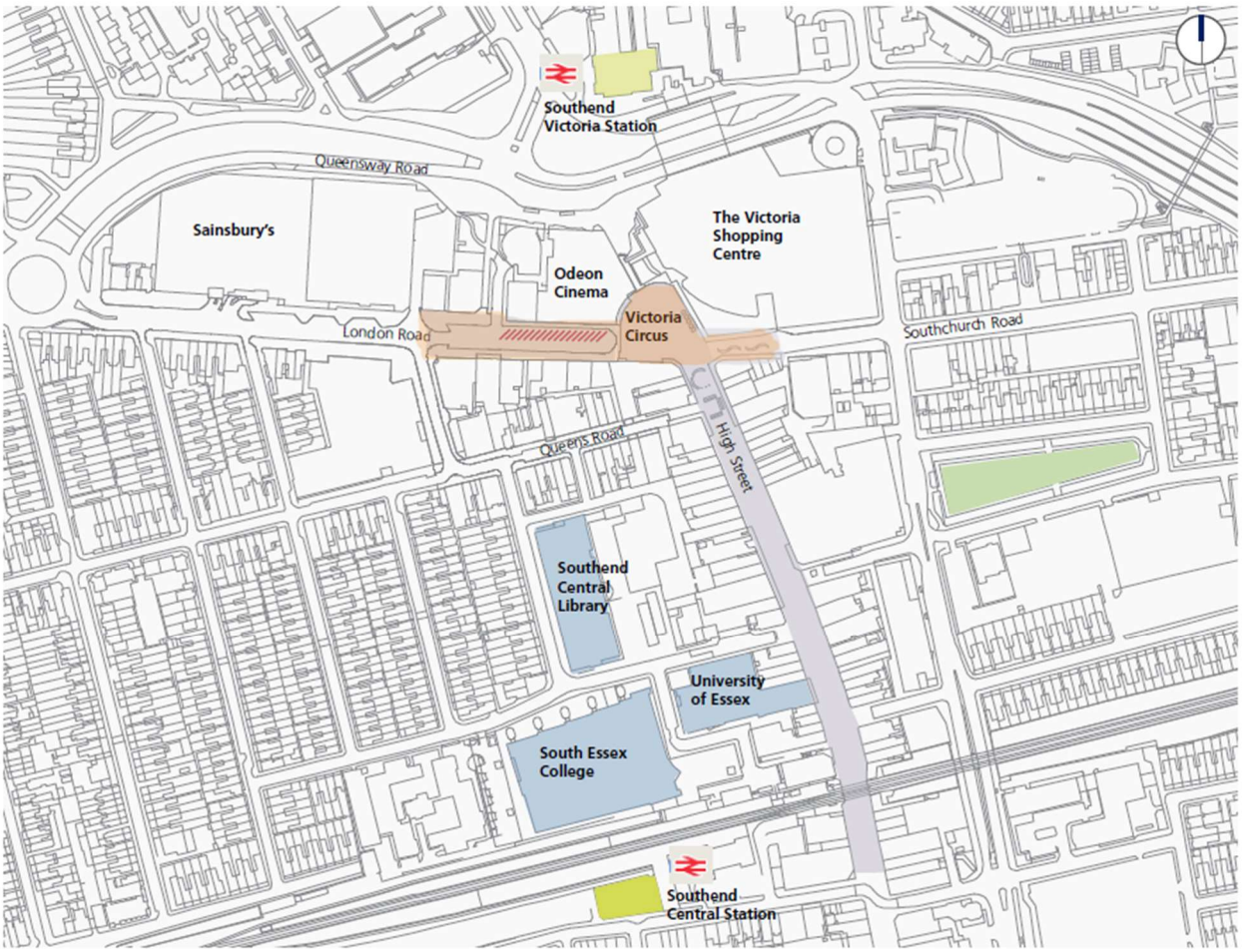


Figure 5- Southend Town Centre, S-CATS Phase 3 project area in orange

There are approximately 3,000 pedestrians on the weekday and 4,000 pedestrians at the weekend crossing the public space on an hourly basis (Appendix 6a). It is a key space that pedestrians need to cross to get to/ from any of the 5 areas in this end of the Town Centre – High Street, London Road (restaurants, bars and main supermarket in Town Centre), Southchurch Road (shops and bars), Victoria Shopping Centre and alleyway connecting Victoria Gateway and train station.

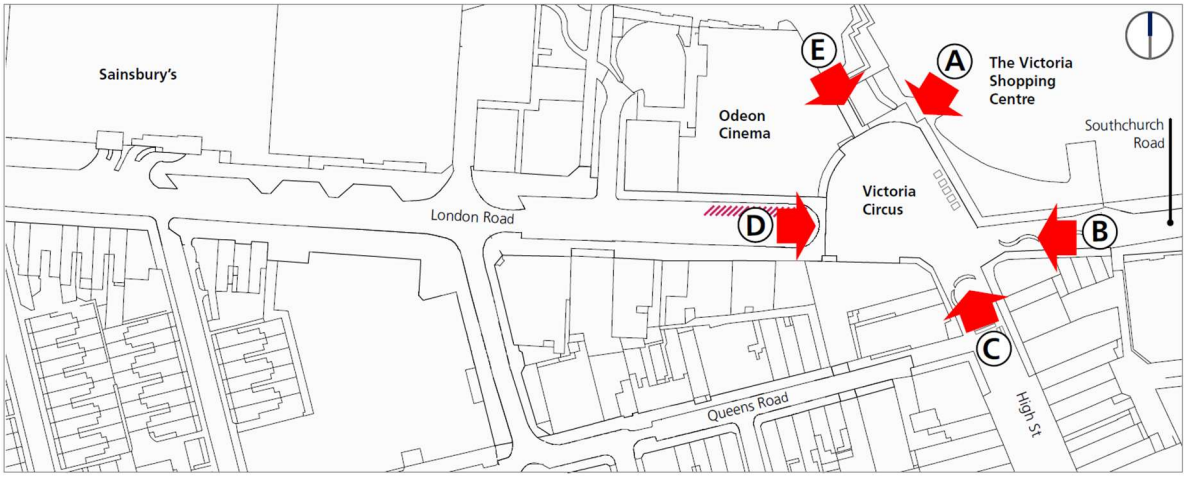


Figure 6- Pedestrian access routes at Victoria Circus

Although those are high volumes, Victoria Circus does not feel busy or congested. This can be attributed to the fact that Victoria Circus is quite spacious with an area of around 1700 m2 and can comfortably accommodate this flow.

Most of the pedestrian activity is restricted to the periphery of Victoria Circus, leaving the centre of the space empty. Despite high pedestrian flows, the dwell time and stationary activity in the space is low. This is most likely related to the lack of available seating areas and other street furniture that could help the public space to be occupied for longer periods of time and become more of a destination. There are a few events in the space every year that draw people to the space but for the remaining time it remains underutilized. The results of a pedestrian activity study (Appendix 6a) suggest that Victoria Circus is large enough to accommodate the existing levels of pedestrian flows and an increase in stationary activity without feeling overcrowded.

Figure 7 – Pedestrian stationary activities at Victoria Circus

Much of the pedestrian activity at Victoria Circus occurs between 10:00 and 16:00, decreasing steadily afterwards. This is because most retail shops in the Town Centre close between 17:00 and 18:00 after which it is only the streets with restaurants, bars and clubs that are active.

The stretch of London Road (the stub end) near to Victoria Circus is a well-established destination for cafes and restaurants and there is more evening activity seen here as compared to Victoria Circus. It is also the current location for a taxi rank and popular drop-off point for those wishing to access the High Street.

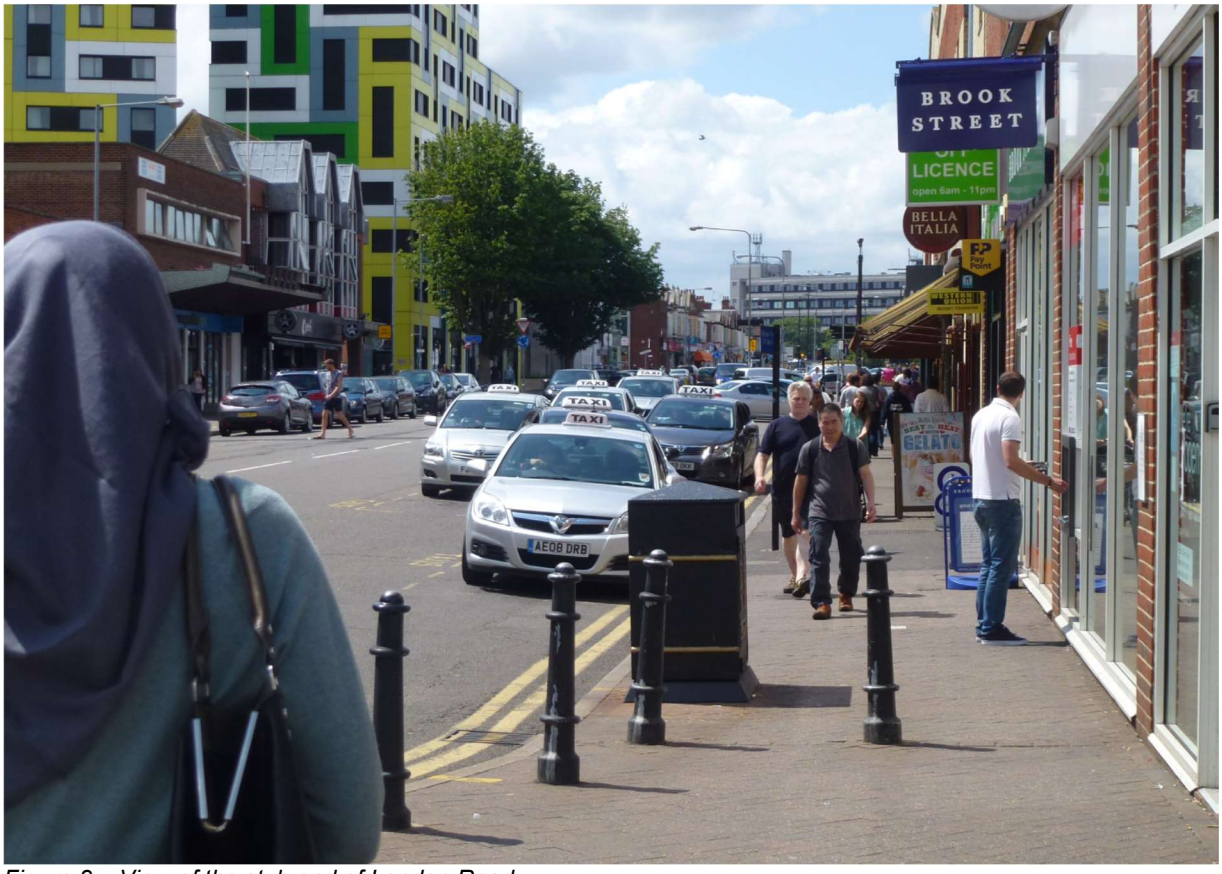


Figure 8 – View of the stub end of London Road

Most restaurants, cafes and shops on London Road have deliveries from the front entrance and have delivery vehicles parked along the road during delivery times. Delivery vehicle parking spaces and access route along with the taxi stand on the road have made the street appear motor dominated and congested. Having said that, there are almost twice as many pedestrians along this section of London Road compared to vehicles (Appendix 6b), suggesting that any additional area allocated to pedestrians will support the predominant road user. Due to its location and limited onward connectivity, this section of London Road is not an important vehicular 'through route' and, as such, vehicular flows during commuter times are not especially pronounced. Vehicular flows steadily increase through the morning, and remain at a fairly constant level from 10:30 onwards. Amongst all categories of vehicles, private cars represent the vast majority (approximately 80%).

2.3. Policy context:

[Specify how the intervention aligns with national/regional/local planning policies and the SELEP SEP; max. 3 pages.

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

1. *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, this will be associated with an increase in the levels of traffic growth in the area.*

   The Southend Central Area Action Plan (SCAAP) will guide and promote all development and regeneration within the town centre area and central seafront until 2021. The document sets out the overall ambition for London Road policy area (See Policy Area map within the adopted SCAAP document attached as Appendix 7) to be an area of Town Centre that provides for high quality office space, shops, cafes/restaurants, and homes above street level. It also identifies the need for this to be complemented by high quality public realm enhancements to create a pedestrian-priority area and improvements for pedestrians and cyclists.

   With considerable housing and commercial development planned for the London Road policy area in the near future, S-CATS will be a critical element of the wider approach for travel management in this area to support sustainable economic growth. Providing multiple travel choices, especially active travel options (walking and cycling), will reduce the pressure on the wider road network.

   Southend Parking Survey Questionnaire survey carried out in March 2016 found that 39% of respondents reported that there main mode of travel to the Town street is walking (Modal split graph provided below, further details in Appendix 8)

Mode Of Travel	Total	%
Walk	92	39%
Train	42	18%
Bus	46	19%
Car	45	19%
Cycle	5	2%
Other	6	3%
Total	*236*	

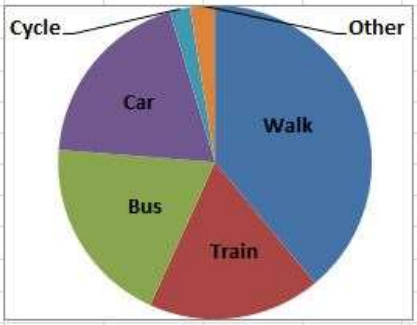


Figure 9 – Modal split, Journeys made to the Town Central

*Due to its location and limited onward connectivity, this section of London Road is not an important vehicular 'through route' and, as such, vehicular flows during commuter times are not especially pronounced. Vehicular flows steadily increase through the morning, and remain at a fairly constant level from 10:30 onwards (*Appendix 6b*).There are almost twice as many pedestrians along this section of London Road compared to vehicles, suggesting that any additional area allocated to pedestrians will support the predominant road user.*

Through investment in public realm and improved walking and cycling infrastructure, S-CATS phase 3 will improve the quality of journey for pedestrians/cyclists, further increase the modal share of walking/cycling to the Town centre, and provide a more attractive Gateway into the Town Centre, along with contributing to tackling health and wellbeing issues resulting from physical inactivity.

2. *Victoria Circus and stub end of London Road is a key Gateway to Town Centre and therefore important to on-going growth and commercial investment*

Victoria Circus is located at the top of the Southend High Street, and strategically located between Southend Victoria and Southend Central train stations. Therefore, most pedestrian routes at the top end of the Ton Centre pass through this space.

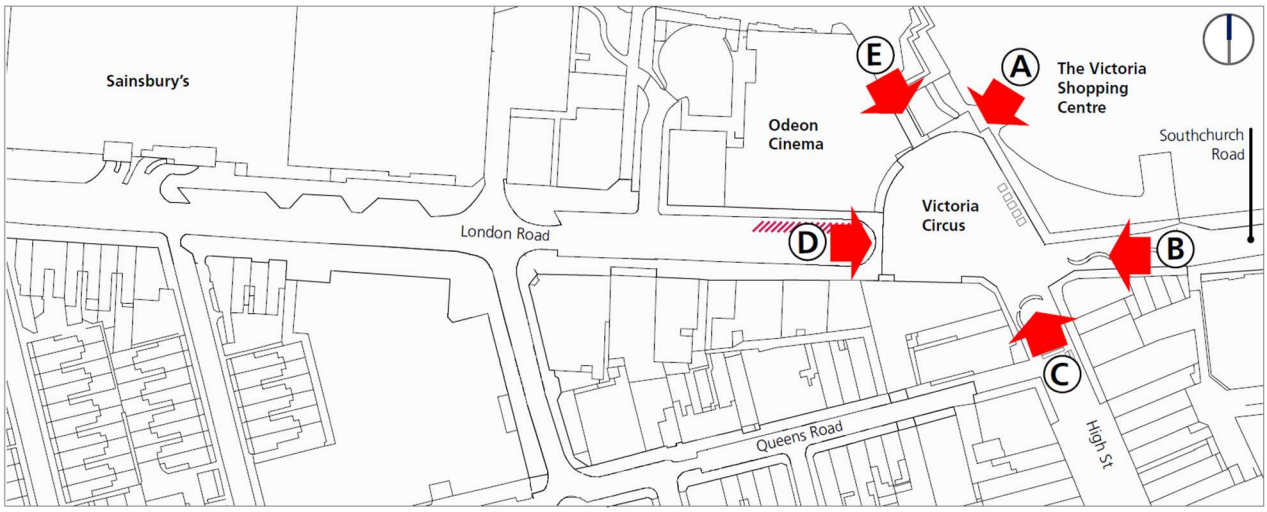


Figure 10- Pedestrian access routes at Victoria Circus

Of all the pedestrian routes into this part of the Town Centre, the stub end London Road is one of the key access routes with high pedestrian movement (Image below shows pedestrian average flows on a weekday and weekend, full report attached as Appendix 6a)

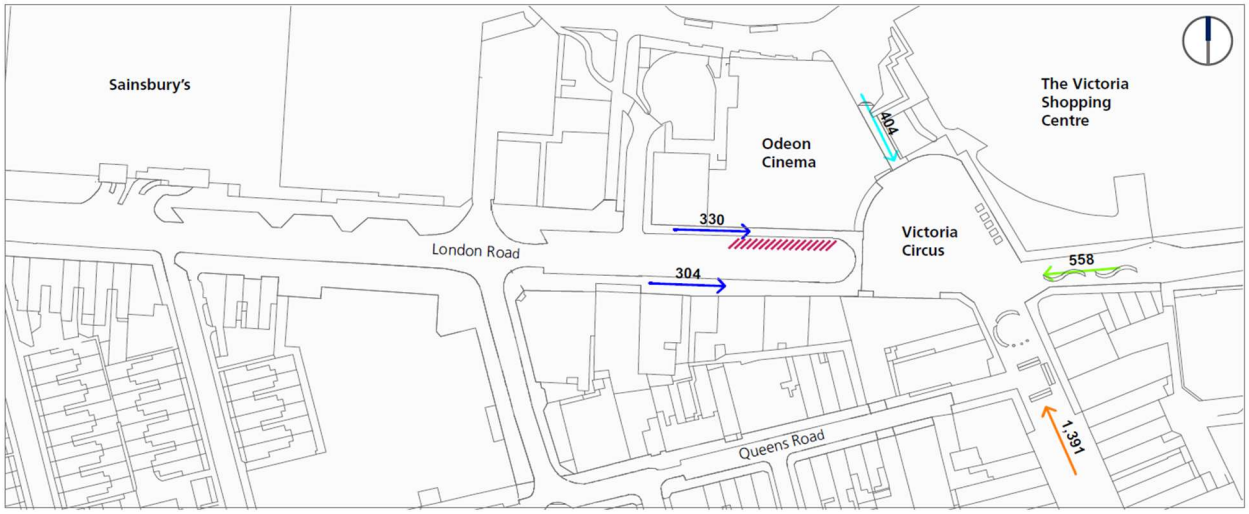


Figure 11 – Pedestrian flows into the Town Centre (weekday) .

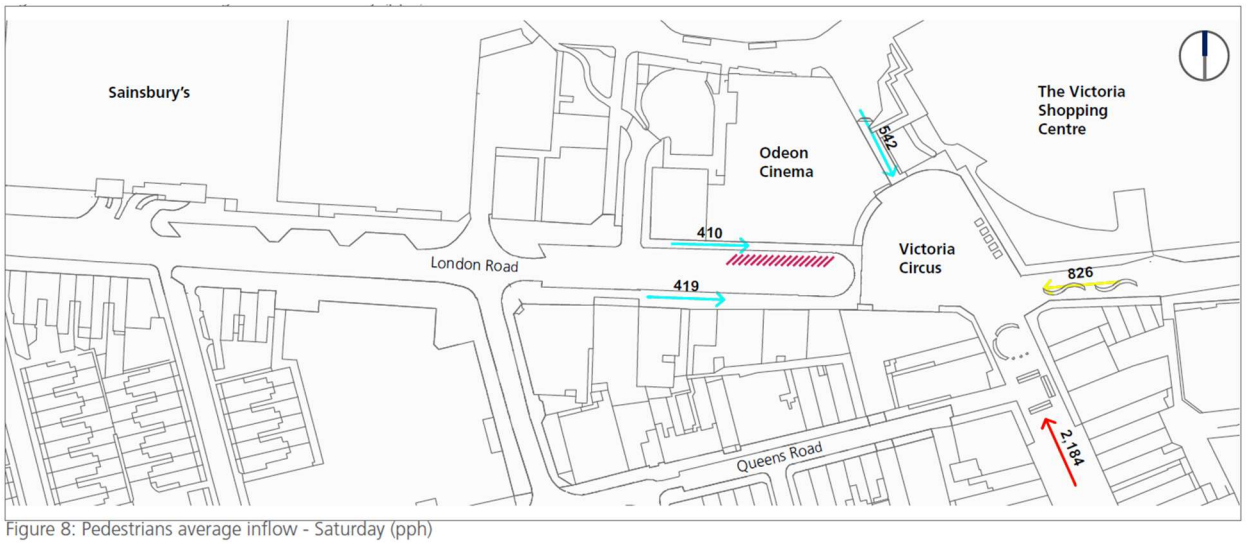


Figure 8: Pedestrians average inflow - Saturday (pph)

Figure 12 – Pedestrain flows in to the Town Centre (weekend)

Partnerships working across the Southend public and private sectors has seen significant investment and regeneration in Southend Central Area including: 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 car park which enabled the Forum site to be released. This investment has helped draw more businesses, visitors and residents to the Town Centre and Victoria Circus and London Road has become an even more important gateway to the Town Centre.

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 South Essex and SELEP economies. S-CATS Phase 3 will contribute towards recognising this vision, building upon existing successes and investment in public realm around Queensway, London Road and Victoria Gateway. Public Realm improvements to create an attractive Gateway will support the on-going growth, and commercial investment stimulated by this project will help Southend continue to fulfil a primary role within the Thames Gateway as a hub for economic growth connected with continued improvements in community well-being.

3. *Southend's Economic Development and Tourism Strategy (2010) identifies the potential of public realm improvement work to unlock investment opportunities in the Town Centre as well as ease traffic congestion.*

   Southend's Economic Development and Tourism Strategy has a single vision of nurturing an innovative and resilient economy that attracts high quality businesses, growing a diverse and sustainable economic base. It highlights that tourism is the key sector and restrictions on public sector spending could put at risk the major development and regeneration plans.

   It also recognises that car usage is high among Southend residents, leading to very bad traffic congestion. Improvements to key intersections, such as junction improvements made during S-

CATS Phase 1 are identified as ways to ease pressure, as is the use of the town's extensive network of cycle paths as a viable alternative to car travel, but managing demand is seen as a long-term challenge. Public realm improvements, including lighting, greening and street furniture that are introduced as a part of the scheme will also play an important role in changing the image and attractiveness of the Town Centre as a whole drawing in commercial investment. The quality of retail provision within Southend Town Centre is not as high or varied as the diverse population might justify. Better quality public of realm and a welcoming access to the high street will improve the visitor experience in the Town Centre and encourage increased dwell time which contribute significantly more to the local economy.

4. *Supports the delivery of Southend's Low Carbon Energy and Sustainability Strategy*

Making improvements to the urban environment can help areas address the impacts of climate change, and can also support a reduction in carbon emissions. Southend Council has a Low Carbon Energy & Sustainability Strategy (LCESS) for 2015-2020 all of which relate to the S-CATS, particularly as there will be an emphasis on supporting walking and cycling (sustainable travel), as well as integrating Sustainable Urban Drainage Systems (SUDS) to reduce the ever increasing risk of local flooding.

The LCESS Six Focus areas are as follows:

Focus Area One:	*Reducing our Carbon Emissions*
Focus Area Two:	*Policy and Regulation*
Focus Area Three:	*Delivering a Local Low Carbon Economy*
Focus Area Four:	*Supporting Low Carbon Communities*
Focus Area Five:	*Encouraging Sustainable Transport and Travel*
Focus Area Six	*Adapting to Climate Change and Enhancing Biodiversity*

Southend-on-Sea has experienced multiple events of extensive flooding in recent years, causing widespread disruption across the Borough. In these instances, intense rainfall coinciding with high tidal levels has resulted in flooding from surface water, sewer and fluvial sources.

The source of flooding is considered to be overland flow resulting from rainfall runoff from the impermeable surfaces of the town centre, including London Road area (Flood risk assessment of London Road area attached as Appendix 9). There are two distinct pathways; the first being overland flows following the topography and the second being via the subsurface drainage network.

The improvements delivered as a part of the S-CATS scheme will incorporate sustainable urban drainage techniques including green areas, permeable surface treatments etc. to help mitigate the impacts of climate change.

2.4. Need for intervention:

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

If Southend Town Centre is to remain and develop as a destination for visitors, residents and businesses, the streetscape and public spaces must be improved to support the overall offer. If town and city centres across the UK are to continue to have a key economic role in the future, then they have to have quality streetscapes and public realm that can encourage people to visit, and businesses to invest. There is competition between towns and cities for visitors, and there is also competition for retail from out-of-town developments and online. Many Local Authorities have recognised this over the last few years and invested heavily in the place-making project of urban improvements as part of economic regeneration strategies. Southend Borough Council is determined to therefore continue the work that has taken place over the last few years to improve the public spaces across the Town Centre including S-CATS Phase 2 (London Road), City Beach, Victoria Gateway and Warrior Square Gardens.

S-CATS Phase 3 project area falls within one of the most deprived wards in Southend-on-Sea and there are efforts being made to regenerate the area. These societal challenges are mirrored in the quality of some of the neighbourhood's environment. Poor urban environment and derelict buildings in the City Centre area 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, like the Forum, brought back into use. However, there is still a lot more that needs to be done to bring back life to the Town Centre and attract locals and visitors that spend time and money locally.

Victoria Avenue and the stub end of London Road area is the main gateway into the Town Centre. Therefore, it is critical that this space is welcoming and attractive to draw people to the Town Centre. However, the poor public realm of this gateway currently stands more as an obstacle, discouraging people from spending time in the area. Once the retail outlets close in the evening, Victoria Circus and particularly the alleyway is seen as unsafe and pedestrians hesitate to cross the space.

"So until something is done no matter how many shops you entice to the High Street I won't be going at the moment, it's dark, dirty and unsafe." – Comment from resident to the Echo (Appendix 10)

"I am afraid to cross Victoria Circus after dark as its dark and I am sure to be accosted for money by rough sleepers in the alleyway". – Comment from resident at SUNRISE pop-up event (Appendix3)

Further results of the comments gather from the pop up event in the High Street can be found in Appendix 23.

The car is perceived as a safer mode of transport due to the high antisocial behaviour in the area. Having said that, a parking survey revealed that walking is the main mode of travel to the Town Centre. This includes people coming from different parts of Southend. Despite the presence of many restaurants and bars that have the potential to create a vibrant evening economy, the stub end of London Road has greater space dedicated to vehicles than pedestrian activity. Redistribution of space is therefore required to create a safe and welcoming area that supports walking, cycling and social interactions in the area.

The Town Centre currently is unable to attract the large number of visitors coming to the Southend seafront, Phase 3 of the S-CATS project will be focused on public realm improvements and place-making in the Town Centre area that enhance the experience for visitors, residents and worker, improving access, extending opportunities for more activity and enlivened streetscapes into the evening. This directly supports the Southend 2050 vision (Appendix 21) and responds to four key themes that were identified through the Borough wide engagement:

- *Pride and Joy – The vision includes a desire for the following:*
  - *The town centre and public places being clean, attractive, thriving, and reflect success;*
  - *Southend to be a 'destination'- People want to visit, live and study here all year round and from far and wide*
  - *Arts, culture & attractions that to be available year round in Southend.*

  As an important gateway and public space into the Town Centre improvements to the public realm, introduction of elements like gateway features, street furniture and public art will contribute to pride and joy in Southend.

- *Safe and Well – The vision includes*
  - *Combating social issues like rough sleeping/begging in public spaces*
  - *Creating spaces that everyone feels safe in all times of the day.*

- *Active and involved*
  - *Southenders get together regularly- there are plenty of good places to do so*
  - *Southend is known for its warm welcome*
  - *A sense of family and community, enjoying and supporting each other – a strong sense of settled communities*

  A welcoming gateway and a public space where people can meet and spend time will contribute to achieving this vision.

- *Opportunity and Prosperity*
  - *There is a good balance of quality retail, residential and social space in our town centres*

  An investment to improve the public realm will play an important role in changing the image and attractiveness of the Town Centre as a whole drawing in commercial investment

  - *Smart and connected*
  - *Lots of opportunities to be in open space*
  - *It's easy for me to get around when I want – this helps my independence*

- *We are leading the way on green and innovative travel*
- *Easy connectivity with minimal barriers ,however I choose to travel*

Usable public space, wayfinding and improvements to walking and cycling facilities that will be delivered through S-CATS Phase 3 work towards this theme of the vision.

2.5. Sources of funding:

[Promoters should provide supporting evidence to show that:

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

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

S-CATS Phase 3 represents the next step in a proposed programme of investment to support growth and regeneration within the Southend Central Area by improving the public realm and streetscape. It will carry forward the improvements made through Phase 1 and Phase 2 of S-CATS, delivered through SELEP funding and therefore, this bid is a strategic fit for improvement to Victoria Circus and London Road.

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

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

As described in section, S-CATS is a part of the wider strategy for Southend. Without this improvement, the wider improvements to the Town Centre as set out in the SCAAP and the Southend 2050 vision, both completed and planned will not fully maximise their intended benefits. This will have on-going consequences for securing investment in Southend.

This intervention will demonstrate a strong commitment to provide the infrastructure needed to support growth and regeneration in the Town Centre. Whilst the development will be phased over the SCAAP period, it must be recognised that in order to encourage the investment and to revitalise the Town Centre, a clear funded route for infrastructure development must be put forward to support the SCAAP developments and further economic growth.

If the LGF funding was not available and scheme not progressed, it is likely that the measures would have to be delivered in a piecemeal fashion using other funding, as and when it becomes available, as improvements in this area are part of Southend's core strategy set out in the SCAAP. However, given the current environment where local authority finances are constrained, it is unlikely that Southend-on-Sea Borough Council would be in a position to prioritise enough funding to enable the delivery of the entire scheme; this would need to come from development contributions or external bids, however given the perceived lack of commitment to the area it is unlikely that external contributions would be forth coming. Without the scheme the area will continue to deteriorate and the already anecdotal evidence from the consultations would only become worse leaving the space open for criticism, and further underlinging the perception that no coherent strategy for the High Street is in place giving reputation damage to the Council.

This would reduce the contribution to supporting local health and wellbeing and restrict accessibility and local mobility, and potentially undermine business confidence and investment within this area. As previously outlined in this section, this scheme is a critical element of a wider improvement to support planned growth in Southend Central Area. Therefore if the scheme is not progressed there will be a greater impact from planned growth, including reduced highway capacity, increasing congestion and a lack of access to sustainable transport choices.

Furthermore, physical implementation of solutions developed through the co-creation process was committed to as a part of the SUNRISE 'Participation Promise' (Appendix 5). A failure to do so will negatively impact citizens' faith in participatory processes and the Council.

2.7. Objectives of intervention:

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

S-CATS Phase 3 supports the objectives of the Southend Central Area Action Plan (SCAAP) and is the delivery mechanism for the policies set out within it that are aimed at strengthening and transforming the Town Centre sub-regional role as a successful commercial and retail destination, cultural hub, educational centre of excellence, leisure and tourism attraction – an excellent place to live, work and visit.

S-CATS Phase 3 supports this vision by building upon existing successes and investment and unlocking the potential of significant regeneration opportunities. Developments within the Central Area will be supported by transport improvements to create a safe and vibrant atmosphere for communities and businesses and as a welcoming visitor experience.

Project Objectives (add as required)

Objective 1: Creating a welcoming gateway to the Town Centre
Objective2: Providing a useable public space that is attractive, thriving, and reflect the character of Southend
Objective 3: Improving wayfinding in the Town Centre
Objective 4: Encouraging walking and cycling in the Town Centre
Objective 5: Improving safety for pedestrians at all times of the day

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

Problem / Opportunity 1: Pride and Joy
Problem / Opportunity 2:Safe and well
Problem / Opportunity 3:Active and involved
Problem / Opportunity 4: Opportunity and prosperity
Problem / Opportunity 5: Smart and connected

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

Problems / opportunities identified in Need for Intervention section					
	Problem / Opportunity 1 Pride and Joy	**Problem / Opportunity 2 Safety and Well-being**	**Problem / Opportunity 3 Active and Involved**	**Problem / Opportunity 4 Opportunity and Prosperity**	**Problem / Opportunity 5 Smart and Connected**
Objective 1 *Creating a welcoming gateway to the Town Centre*	✓✓✓	✓✓	✓✓✓	✓✓✓	✓
Objective 2 *Providing a useable public space that is attractive, thriving, and reflect the character of Southend*	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓
Improving wayfinding in the Town Centre	0	0	0	✓	✓✓✓
Encouraging walking and cycling in the Town Centre	0	✓✓	0	✓	✓✓✓
Improving safety for pedestrians at all times of the day	✓✓	✓✓✓	✓✓	✓✓	✓✓

2.8. Constraints:

[Specify high level constraints or other factors such as social/environmental/financial/ developments/schemes/legal consents and agreements which may affect the suitability of the Preferred Option; max. 0.5 page.]

- *The short list of ideas collected is going to be put forward for a Borough wide vote which will determine the interventions that will together form the final option.*
- *The preferred option will have to be within the budget allocation of £4m*
- *The physical constraints that will determine the feasibility of the interventions have been illustrated in Appendix 11.*

2.9. Scheme dependencies:

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

Without this improvement, the wider improvements to the Town Centre as set out in the SCAAP, both completed and planned will not fully maximise their intended benefits.

Benefits realisation will be maximised if recently improved junctions on the A127 Victoria Avenue (Carnarvon Road, Great Eastern Avenue and East Street) and public realm, walking and cycling improvements along the service road on Victoria Avenue and London Road as a part of S-CATS Phase 2 can be supported through the delivery of S-CATS Phase 3.

2.10. Expected benefits:

[This section identifies scheme benefits (which will be achieved through delivering the scheme) which may not be valued in the Economic Case. Specify the extent of the scheme benefits referring to relevant economic, social, environmental, transport or other benefits. This is where any 'GVA based' estimates of benefits should be reported together with any dependent development (e.g. commercial or residential floorspace). Please reference the relevant section of the Economic Case where additional information regarding the assessment approach can be found; max. 0.5 page.]

The full range of expected economic, social and environmental impacts are presented in the Economic section and below:

- *Improved walking and cycling journey quality resulting from reallocation of road space, renewed pavement, seating, directional signage, and tree planting.*
- *Reduced severance for active modes on London Road, as a result of reallocation of road space.*
- *Reduced private car use and the associated reductions in noise, accidents and congestion, as well as reduced greenhouse gas emissions.*
- *The scheme is also expected to improve personal security for pedestrians and cyclists on London Road (due to upgraded street lighting), enable a sense of place to be restored (townscape benefits, public art and street furniture), and reduce surface water discharge due to sustainable urban drainage system (SUDS) installation.*
- *Account will also be taken of safety of cyclists and pedestrians in light of the recent terrorist incidents.*

S-CATS Phase 3 is not expected to lead to any significant negative economic impacts, particularly as the scheme removes excess highway capacity only. Negative environmental and social impacts are also not expected to result from the scheme.

2.11. 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.]

The co-creation process has helped to minimize issues relating to stakeholder buy-in. The process is however added time taken to develop the designs and construction start date is dependent to the preferred design option being agreed on by June 2019

The risk register highlights a number of risk associated with the delivery of the scheme, where practical mitigation measures have been included to reduce either the likelihood or impact. For the majority of risk mitigation has been possible and it reduces the likelihood and impact of the risk occurring. There are still however a few risks that post mitigation have a high impact, even though the likelihood is low. These are as follows:

001 – Extent of utility diversions change scheme viability
Mitigation - Early involvement of statutory undertakers to ensure extent of scheme is fully understood with regards to their plant and that potential diversion costs are as defined as possible at all stages of the project with potential alternative scheme options available should the diversion exceed budget or programme.
Whilst this leaves an impact of high against the risk the likelihood of the risk is very low as appropriate mitigation has been put in place.

008 – Best Tender exceeds available budget resulting in value engineering exercises and an extension of programme.
Mitigation - Early contractor involvement to assist budget estimates along with monitoring of costs at key milestones within the design programme, and continuous value engineering during the design process.
Whilst this leaves an impact of high against the risk, the mitigation of continuous monitoring of costs throughout the life of the project, and not including elements that are clearly beyond the scope and budget of the scheme.

010 - Extended Contractor mobilisation period due to clarity of documents and Tender requirements.
Mitigation - Tender documentation to provide clear timescale and ensure this is assessed during the quality submission
The clarity of Tender documents will ensure the probability remains low.

011 – Delay in award of Contract resulting in an extension of programme
Mitigation – Ensure adequate resources are available to undertake the necessary tasks and approvals.
Again the impact against this risk remains high due to the consequences of the risk itself, however adequate resource has been identified and the likelihood is remote.

012 – Delay in completion of the detailed design resulting in an increased programme
Mitigation - Ensure adequate resources are available to undertake the necessary tasks and approvals.
As with 011 this risk remains high due to the consequences of the risk itself, however adequate resource has been identified and the likelihood is remote.

013 - Objections to Traffic Regulation Orders resulting in delays due to resubmission or removal.
Mitigation - Ensure process is followed and adequate time allocated to stakeholder consultation.
Programming the appropriate timescales associated with the approval process will ensure the probability of the risk remains low.

3. ECONOMIC CASE

The economic case determines whether the scheme demonstrates value for money. It presents evidence on the impact of the scheme on the economy as well as its environmental, social and spatial impacts in terms of how well they meet the spending objectives and critical success factors for the scheme. A reduced number of options are subject to a cost benefit analysis (CBA) in accordance with Green Book guidance, and qualitative costs, benefits and risks are also assessed.

The output of the Economic Case consists of an Appraisal Summary Table, risk analysis and sensitivity figures, a distributional analysis (where relevant), information on qualitative costs and benefits and information of other viable alternative options.

In addition to this application form, for schemes with a LGF funding request of more than £2.0m please provide a supporting appraisal spreadsheet (please see the SELEP Assurance Framework 2017, Section 5.7.4 and 5.7.5 for schemes which are exempt from this requirement). The supporting appraisal spreadsheet should provide:

• a calculation of Benefit-Cost Ratio (BCR) according to the most recent Government WebTAG transport analysis guidelines, with clearly identified, justified and sensitivity-tested assumptions and costs (please see Transport Analysis Guidance: WebTAG and
• inclusion of optimism bias and contingency linked, where appropriate, to a quantified risk assessment (please see Green Book supplementary guidance: optimism bias).

Smaller schemes (less than £2 million) are not required to provide a supporting appraisal spreadsheet, and do not have to calculate a BCR or complete the supporting appraisal tables, detailed in Section 3.11 (Value for money).

If the project includes a package of interventions, the treatment of costs and benefits for individual benefits should be discussed with the Independent Technical Evaluator during the Gate 0 discussions.

3.1. Options assessment:

[Outline all options that have been considered, the option assessment process, and specify the rationale for discounting alternatives.

Promoters are expected to present a sufficiently broad range of options which avoid variations (scaled-up or scaled-down version) of the main options. The key to a well scoped and planned scheme is the identification of the right range of options, or choices, in the first instance. If the wrong options are appraised the scheme will be sub-optimal from the onset.

Long list of options considered:
Description of all options which have been considered to address the problem(s) identified in the Need for Intervention section above, including options which were considered at an early stage, but not taken forward.

As described in Section 2.1, S-CATS Phase 3 will deliver public realm improvements and place-making interventions that have been identified and developed through the SUNRISE project using a co-creation process.

The Southend 2050 project also conducted a Borough wide survey to develop a vision for Southend. A specific SUNRISE questionnaire was developed in line with the Southend 2050 questionnaire to set over archiving objectives for the project area.

What do you like most about this space?

What will make you want to live, shop, work, do business, spend leisure time here in the future?

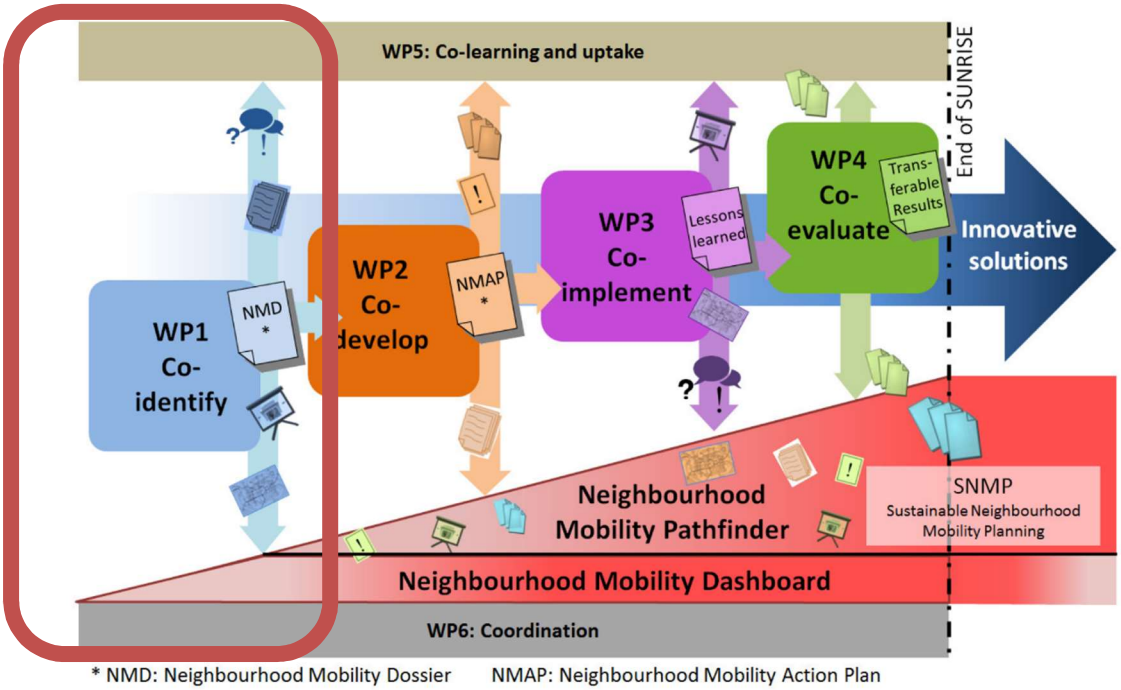
What would a great day out in the Town Centre look like for you?

Who might need to be involved to help create your ideal Southend-on-Sea of the future?

The results of the survey are include in Appendix 12.

The long list of measures was generated in first phase of the SUNRISE project, Co-identification, which included a series of engagement activities - public events, drop-in sessions and workshops as detailed in Appendix 3.

Long list of ideas for S-CATS Phase



* NMD: Neighbourhood Mobility Dossier NMAP: Neighbourhood Mobility Action Plan

The long list of ideas is included in Appendix 4. The long list of ideas have been reviewed against the results of the survey to ensure they are coherent.

Options assessment:
Describe how the long list of options has been assessed (assessment approach), rationale behind shortlisting/discarding each option.

During the second phase of the project, Co-selection and Co-development phase, a core group was set up to lead on shortlisting the ideas. The core group is a steering committee and administrative secretariat for the project that is made of 6 representatives from Southend-on-Sea Borough Council, 6 representatives from partner organisations including the Business Improvement Distric (BID) and 3 local residents.

Budget is a key consideration of the selection process, from the beginning the value of the project has been discussed to ensure those ideas gathered are deliverable through the project, those that are considered to be above the project value will be default not taking forward into the short listing process.

A discussion around feasibility, budget and impact of the ideas collected and the SWOT analysis below was used to create the shortlist of ideas and is provided in Appendix 4.

INTERNAL FACTORS	
Strengths	**Weaknesses**

• Low vehicular flows during commuter times.
• Pedestrians- Walking is the main mode of transport to the City Centre.
  ○ Victoria Circus has high levels of pedestrian flows.
  ○ There are twice as many pedestrians as cars along this section of London Road.
• Public space- Victoria Circus has the potential to be a vibrant public space due to its strategic location at the top of the High Street, between Southend Victoria and Southend Central train stations, and its proximity to Southend Central Library and the South Essex College, a hub of educational facilities.
• The High Street is the main pedestrian gateway through to the Seafront, the scheme will offer opportunities to ensure a better connections to Tourists attractions such as the Pier.
• London Road has a concentration of restaurants and cafes attracting evening activity, the scheme will look to enhance
	• Low share of cycling in the modal split.
	• Public space- Lack of any activities, seating areas and poor public realm has resulted in limited social interactions in the space.
	• Restaurants along London Road have front deliveries and will hence vehicular access would need to be maintained.
	• Taxis
	  ○ Low share of taxi in the vehicular flow. There is a large number of taxis that are waiting for passengers.
	  ○ Large share of carriageway space taken up by taxis

these features improving dwell times both during the day and night economies. • Taxis- This taxi rank is considered the second most important taxi rank in Southend-on-Sea. The low share of vehicular flow does not demonstrate this location as a strength however there is potential for a reduction in vehicle movements in the area if the use of the rank is encouraged as it can reduce private car drop offs and eventually car use in the area.	
EXTERNAL FACTORS	
Opportunities	**Threats**
• The number of cycle journeys is increasing in flat, dense urban areas in parts of the U.K. where significant investment in cycle infrastructure, the introduction of the congestion charge and the introduction of cycle hire schemes. • Wide realisation about the impact of transport on air quality has led a greater push to encourage electric mobility, walking and cycling. The SCAAP policy supports public realm enhancements to create a pedestrian-priority area and improvements for pedestrians and cyclists in the City Centre Neighbourhood.	• Decline of High Street across UK. Southend's High Street is also declining with poor quality of shops. Most of the shops shut around 5-6pm, after which the City Centre Neighbourhood feels deserted. • Bus use across the UK has declined. Bus network in Southend is also only East to West/West to East. This means that buses can't be used to go down to Southend.

Short list of options:
The 'Options Assessment' section is an opportunity to demonstrate how learning from other projects and experience has been used to optimise the proposal, and the Preferred Option is expected to emerge logically from this process; max. 2 pages.

Smaller schemes (less than £2 million) are required to complete an Options assessment which is proportionate to the size of the scheme; max. 1 page.]

Short list of options provided in Appendix 4.

3.2. Preferred option:

[Describe the Preferred Option and identify how the scheme aligns with the objectives. Include evidence of stakeholder support for the Preferred Option either through consultation on the scheme itself or on the strategy the scheme forms part of; max. 1 page.]

The shortlist will now be taken to a Borough wide voting to confirm a democratic design selection process and the final scheme will be a developed on its basis. The preferred scheme option will include elements from the 6 improvement categories described in section 2.1.

This Borough wide voting will be undertaken both online and on location, the online survey will be made available for a number of weeks to ensure as many people as possible are able to consider the short list, this will be both those who have contributed so far as well as those who have not commented to date. This online approach will not be able to reach everyone as experience shows that certain demographics don't have, or chose not to use this method, to ensure as many people are reached as possible the voting will be taken the key locations, such as the site itself, to capture people who pass through the scheme. As well has the site other social centres will be visited to ensure hard to reach residents are also included in the Borough wide voting.

3.3. Assessment approach:

[Describe the approach used to assess the impacts of the scheme, describing both the quantitative (including reliability if appropriate) and qualitative approaches used. Describe the reference case ('Do nothing') and the Preferred Option.

The assessment approach should be a proportionate application of Department for Transport's (DfT) modelling and appraisal guidance as set out in WebTAG (please see WebTAG: TAG guidance for the technical project manager); max. 1 page.

Smaller schemes (less than £2 million) are not required to assess Reliability in the Assessment Approach.]

The economic appraisal has been undertaken using a spreadsheet developed specifically for S-CATS Phase 3 ('S-CATS Phase 3 London Rd Econ Appraisal.xlsx' in Appendix 13), in line with the following guidance and standard monetised values:

- TAG Unit A1-1 Cost-Benefit Analysis.
- TAG Unit A1-2 Scheme Costs.
- TAG Unit A4-1 Social Impact Appraisal.
- TAG Unit A5-1 Active Mode Appraisal, including use of a disaggregate mode choice model approach to forecasting increased cycling demand.
- TAG Unit A5-4 Marginal External Costs.
- WebTAG Databook March 2017 version – for annual GDP deflator and GDP per person forecast parameters, HM Treasury Green Book discount rates (Table A1.1.1), indirect tax correction factor (Table A1.3.1), average value of prevention per casualty (Table A4.1.1), values of journey ambience benefits for cyclists (Table A4.1.6), and values of aspects in the pedestrian environment (Table A4.1.7).
- Transport for London's Business Case Development Manual 2013, which contains more detailed information on monetising walking and cycling improvements (Tables E-22 and E-23).

Observed local data from Southend has been used to ensure that the appraisal is based on a robust baseline:

- Pedestrian counts undertaken in March 2016 for 8 hours on London Road and Victoria Circus.
- Cyclist counts for London Road, undertaken in September 2015 as part of a manual classified turning count for the Queensway Roundabout (at the western end of the proposed scheme).
- Cycling mode share for trips to Southend town centre, as reported in the S-CATS General Overview document (dated December 2016).
- Mode shift from private car to walking and cycling as a result of personalised travel planning interventions, reported in an evaluation report in January 2015. This provides a general indication as to the proportion of new walkers and cyclists that would have transferred from the private car.
- Average walking and cycling speeds in Southend, as reported in the Southend LTP3 Strategy Document 2011-2026.

National data has been used where local data is not available:

- National Travel Survey 2015 data for average walking and cycling trip lengths in England (NTS0306), cycle and walking journey purpose splits (NTS0409).
- National Trip End Model forecasts for the change in walking and cycling trips over a 10-year period after scheme opening.
- WebTAG Databook default values for average car occupancy (Table A1.3.3).

The outputs of the bespoke spreadsheet model have also been compared to outputs using the WHO's Health Economic Assessment Tool (HEAT) for physical fitness benefits and the DfT's Active Mode Appraisal Toolkit spreadsheet. The physical fitness PVB forecast using the bespoke spreadsheet is within 1.5% of the value estimated using HEAT. The overall scheme BCR estimated using the bespoke spreadsheet is only 0.2 higher than the BCR estimated using the DfT's tool. However, it should be noted that the DfT's tool cannot be refined to the same level of detail in respect of the specifics of S-CATS Phase 3.

S-CATS Phase 3 has been appraised on the basis of a 60-year appraisal period, as it is a capital infrastructure scheme which delivers a physical asset. The working assumption, built into the PVC, is that maintenance costs will equate to approximately 15% of the value of the physical asset over 60 years. Currently values of spend in this section of Town equate to approximately £10k a year, from existing revenue budgets, whilst the scheme will likely deliver a higher quality of streetscape, the quality of build will be better than what is there currently. It is therefore assumed at this stage that there are no likely increases in cost for maintenance post completion. For simplicity a residual asset value has not been assumed at the end of the appraisal period.

The scheme 'opening year' is assumed to be 2018/19, with the benefits in the opening year dampened to 80% of a full year benefit value.

All scheme benefits and costs have been assessed against a Do-Minimum in which only the current physical assets on London Road, College Way, and Elmer Avenue are maintained.

3.4. Economic appraisal inputs:

[Provide details of key appraisal inputs, those which are different to the inputs defined in WebTAG A.1.1 (in terms of demand, user benefits, non-user benefits, revenue, capital costs, renewal costs and operating costs) as per the table below (expand as appropriate). Please note, not all sections of the table may require completion.

Smaller schemes (less than £2 million) are not required to complete this section.]

3.5. Economic appraisal assumptions and results

[Provide details of the key appraisal assumptions and results (BCR and sensitivity tests) as per the following tables (expand as appropriate). Please note, not all sections of the table may require completion. Also provide a supporting appraisal spreadsheet. Promoters should use their own spreadsheet to calculate qualitative costs and benefits and these should adhere to national guidelines. Please see Transport Analysis Guidance: WebTAG March 2017*.*

Promoters should also include a statement which identifies other schemes which may have potentially contributed to the same benefits/impacts. Smaller schemes (less than £2 million) are not required to complete this section.]

Appraisal Assumptions	**Details**
WebTAG version	*[Please describe which version of the WebTAG databook has been used to populate the appraisal. Where this is not the most recent version, please explain why this is the case. Please see WebTAG databook for the most recent version]* Monetised benefits for physical activity, reduced absenteeism, journey quality, and marginal external costs, and the scheme BCR have been estimated in line with the principles and methods set out in TAG Units A1-1 (Cost-Benefit Analysis), A1-2 (Scheme Costs) A4-1 (Social Impact Appraisal), A5-1 (Active Mode Appraisal), A5-4 (Marginal External Costs), and the values contained in the March 2017 version of the WebTAG Databook. The appraisal has been undertaken using a spreadsheet developed specifically for S-CATS Phase 3 ('S-CATS Phase 3 London Rd Econ Appraisal.xlsx' in *Appendix 13*), which contains details of all assumptions and data sources. Local data has been used where available, including baseline pedestrian and cycle counts, mode share and mode shift statistics from previous studies, National Trip End Model (NTEM) growth factors, and walking / cycling average speeds. National Travel Survey and WebTAG default values have been used to supplement the local data as required, for average trip lengths, car occupancies, and cycling journey purpose splits. The largest proportion of monetised benefits is for improved physical fitness as result of increased walking and cycling. The values estimated in the spreadsheet have been checked using the World Health Organisation (WHO) Health Impact Assessment Tool (HEAT), with a variation of less than 1.5%. The BCR estimated using the spreadsheet has been checked using the DfT's Active Mode Appraisal Toolkit, with a variation of only 0.2. A full list of assumptions is provided on the 'Inputs' tab in the appended economic appraisal spreadsheet ('S-CATS Phase 3 London Rd Econ Appraisal.xlsx' in *Appendix 13*).

Appraisal Assumptions	Details
	Sensitivity testing has identified the following assumptions as having the greatest potential impact on the economic appraisal outputs: GENERAL PARAMETERS • Appraisal period: 60 years (as this is a capital infrastructure scheme which delivers a physical asset). • Benefits decay rate: 0% per annum (with a capital asset delivered there is no reason to suspect that the benefits of the scheme will reduce over time). • Real cost construction inflation, above general background inflation: 1% per annum for 5 years from the2015 price base year. The 'real cost inflation for construction' variable refers to the level of inflation that is forecast to occur beyond standard background inflation. For example, if background inflation is running at 2.5% then a real cost inflation value of 1% implies that construction costs are running at approximately 3.5%. We have undertaken additional sensitivity tests on the BCR as follows, to demonstrate that the appraisal is not particularly sensitive to inflation in the construction industry being higher than background inflation: ○ Real cost inflation at 2% = 3.94 ○ Real cost inflation at 3% = 3.86 • Optimism Bias: 29.1% (as this scheme has been costed based on known unit rates. SOUTHEND AREA ASSUMPTIONS • Average walk trip length: 1.22km (the 2015 average for England, from the National Travel Survey). • Average walking speed: 4.8kph (calculated from assumptions in the Southend LTP3 Strategy Document 2011-2026). • Average number of days per week that pedestrians using London Road travel on foot: 4 out of every 7 days. PEDESTRIAN FLOWS • Pedestrian numbers on London Road, conversion factor from observed 8-hour flow to 24-hour flow: 1.375 (11/8) to cover the 0700-1000 and 1800-2200 time periods when the main superstore on London Road is open. • Increase in walking trips / footfall on London Road attributable to the scheme: 5%.
Opening Year, Final Modelled Year and Appraisal Duration	S-CATS Phase 3 has been appraised on the basis of a 60-year appraisal period, as it is a capital infrastructure scheme which delivers a physical asset. The working assumption, built into the PVC, is that maintenance costs will equate to approximately 15% of the value of the physical asset over 60 years. For simplicity a

Appraisal Assumptions	Details
	residual asset value has not been assumed at the end of the appraisal period. The scheme 'opening year' is assumed to be 2020/21, with the benefits in the opening year dampened to 80% of a full year benefit value. All scheme benefits and costs have been assessed against a Do-Minimum in which only the current physical assets on London Road and Victoria Circus are maintained.
Price Base/GDP Deflator	*[Appraisal models should use RPI and GDP Deflator projected series from the WebTAG databook to convert all inputs into a consistent appraisal price base, which is GDP Deflator 2010]*
Real Growth (i.e. above CPI or below)	
Discounting	*[WebTAG requires discounting to be applied at a rate of 3.5% per year for 30 years and 3.0% thereafter]*

	£m PV (2010)
Costs*	
Capital Costs	£4.06M
Benefits	
Physical Fitness - Cycle	£445k
Physical Fitness - Walk	£8.286M
Absenteeism	£64k
Journey Quality - Cycle	£85k
Journey Quality - Walk	£3.479M
Externalities – reduced congestion	£156K
Ambience Benefits Calculator	£1.782M
Appraisal	
Present Value of Costs (PVC)	£4.230M
Present Value of Benefits (PVB)	£14.298M
Net Present Value (NPV)	£10.068
Benefit Cost Ratio (BCR)	3.38

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

3.6. Sensitivity tests:

[The Benefit Cost Ratio is based on the best estimates currently available of the benefits of the scheme. However, these are estimates and therefore it is appropriate to assess the sensitivity of the appraisal result to changes in key inputs. Provide details of the sensitivity tests undertaken as per the following table (expand as appropriate). Please note, not all sections of the table may require completion. See WebTAG unit M4 forecasting and uncertainty.

A wide range of sensitivity tests have been undertaken to check how sensitive the scheme appraisal is to changes in the main assumptions and to identify key performance thresholds.

The tests demonstrate that, while the scheme appraisal is not overly sensitive to small changes in the main assumptions, the decay rate and increase in walking trips attributable to the scheme are where the BCR is most sensitive to change.

	£m PV (2010)
Sensitivity Test 1	*Appraisal period 30 years*
Present Value of Costs (PVC)	£4,206,916
Present Value of Benefits (PVB)	£8,943,860
Net Present Value (NPV)	£4,736,944
Benefit Cost Ratio (BCR)	2.13
	£m PV (2010)
Sensitivity Test 2	*Benifts decay rate 5% per annum*
Present Value of Costs (PVC)	£4,230,183
Present Value of Benefits (PVB)	£6,870,598
Net Present Value (NPV)	£2,640,415
Benefit Cost Ratio (BCR)	1.62
	£m PV (2010)
Sensitivity Test 3	*Real cost construction inflation at 0% per annum*
Present Value of Costs (PVC)	£4,103,925
Present Value of Benefits (PVB)	£14,298,060
Net Present Value (NPV)	£10,194,135
Benefit Cost Ratio (BCR)	3.48
	£m PV (2010)
Sensitivity Test 4	*Average walk trip length is higher at 2km*
Present Value of Costs (PVC)	£4,230,183
Present Value of Benefits (PVB)	£19,697,126
Net Present Value (NPV)	£15,466,943
Benefit Cost Ratio (BCR)	4.66
	£m PV (2010)
Sensitivity Test 5	*Pedestrians use the area 3 days per week*
Present Value of Costs (PVC)	£4,230,183
Present Value of Benefits (PVB)	£12,214,136
Net Present Value (NPV)	£7,983,953
Benefit Cost Ratio (BCR)	2.89
	£m PV (2010)
Sensitivity Test 6	*Pedestrians use the area 5 days per week*
Present Value of Costs (PVC)	£4,230,183
Present Value of Benefits (PVB)	£16,381,983
Net Present Value (NPV)	£12,151,800

Benefit Cost Ratio (BCR)	3.87
	£m PV (2010)
Sensitivity Test 7	*Increase in walking trips attributable to the scheme, lower at 2%*
Present Value of Costs (PVC)	£4,230,183
Present Value of Benefits (PVB)	£9,149,300
Net Present Value (NPV)	£4,919,117
Benefit Cost Ratio (BCR)	2.16
	£m PV (2010)
Sensitivity Test 8	*Increase in walking trips attributable to the scheme, higher at 10%*
Present Value of Costs (PVC)	£4,230,183
Present Value of Benefits (PVB)	£22,879,326
Net Present Value (NPV)	£18,649,143
Benefit Cost Ratio (BCR)	5.41
	£m PV (2010)
Sensitivity Test 9	*Scheme fails to deliver upon improved security during the hours of darkness.*
Present Value of Costs (PVC)	£4,230,183
Present Value of Benefits (PVB)	£13,742,610
Net Present Value (NPV)	£9,512,427
Benefit Cost Ratio (BCR)	3.25
	£m PV (2010)
Sensitivity Test 10	*Scheme fails to deliver upon public art*
Present Value of Costs (PVC)	£4,230,183
Present Value of Benefits (PVB)	£13,909,740
Net Present Value (NPV)	£9,679,557
Benefit Cost Ratio (BCR)	3.29

Smaller schemes (less than £2 million) are not required to complete this section.]

3.7. Environmental impacts:

[Provide details of the environmental impacts (WebTAG A3) as per the following table and provide supporting evidence if necessary. Please note, not all sections of the table may require completion; max. 0.5 pages excluding table.]

Environmental Impact	**Assessment**
Noise	*[large/moderate/slight beneficial and adverse, neutral; or provide quantitative value] Moderate benefit – reduction or removal of cars within the project area resulting in a reduction in noise.*
Air Quality	Moderate benefit – reduction or removal of cars within the project area resulting in improved air quality.
Greenhouse Gases	Moderate benefit – reduction or removal of cars within the project area resulting in a reduction of greenhouse gases
Landscape	Large benefit – improved public realm
Townscape	Large benefit – improved public realm

Environmental Impact	Assessment
Heritage	Neutral
Biodiversity	Neutral
Water Environment	Neutral

3.8. Social impacts:

[Provide details of the social impacts (WebTAG A4.1) as per the following table and provide supporting evidence if necessary. Please note, not all sections of the table may require completion; max. 0.5 page excluding table]

Social Impact	Assessment
Accidents	*[large/moderate/slight beneficial and adverse, neutral; or provide quantitative value]*
Physical Activity	Large benefit – Increased walking and cycling trips within the project area
Security	Large benefit – improved lighting and an increase in activity within the project area.
Severance	Large benefit – removal of night time severance issues across Victoria Circus
Journey Quality	Large benefit – enhanced streetscape provides a more comfortable journey through the project area.
Option values and non-use values	Neutral
Accessibility	Large benefit – reallocation of space will provide improved accessibility within the project area
Personal Affordability	Neutral
Accidents	Slight benefit – reallocation of space will provide a reduction in accidents

3.9. Distributional impacts:

[Evaluate the distribution of the scheme's impacts focusing on geographical location and socio-economic/demographic characteristics (WebTAG A4.2). In the absence of more recent or better quality local evidence, it is suggested that DataShine is used to inform this assessment; max. 0.5 page.

Smaller schemes (less than £2 million) are not required to complete this section.]

3.10. Wider impacts:

[Provide a description of the expected wider economic impacts as well as any dependent development (e.g. commercial floorspace, residential units, jobs created or safeguarded).

Smaller schemes (less than £2 million) are not required to complete this section.]

As a stand-alone scheme S-CATS Phase 3 would not necessarily lead directly to new jobs, floor space, and housing starts. Jobs and house numbers have therefore not been assessed specifically as part of scheme appraisal for Phase 3. However, when combined with the previous phases, the public realm improvements proposed for S-CATS Phase 3 will support the regeneration and growth proposals in the Southend Core Strategy and emerging Southend Central Area Action Plan (SCAAP) Revised Proposed Submission Document.

3.11. Value for money:

[Summarise the implications of the scheme (economic, social, environmental and distributional impacts) (DfT Value for Money Framework).

The following supporting appraisal tables (WebTAG appraisal tables) should also be provided and appended to this business case unless the scheme is subject to exemptions (detailed in the Project Overview):

- *Appraisal summary table (summaries the environmental, economic and social impacts of a scheme and is different to the supporting appraisal spreadsheet);*
- *Analysis of Monetised Costs and Benefits (AMCB) table;*
- *Public Accounts table; and*
- *Economic Efficiency of the Transport System (TEE) table.*

The tables above should be in standard WebTAG format as per the guidelines. Please note, not all sections of the table may require completion.

Max. 1 page excluding table.

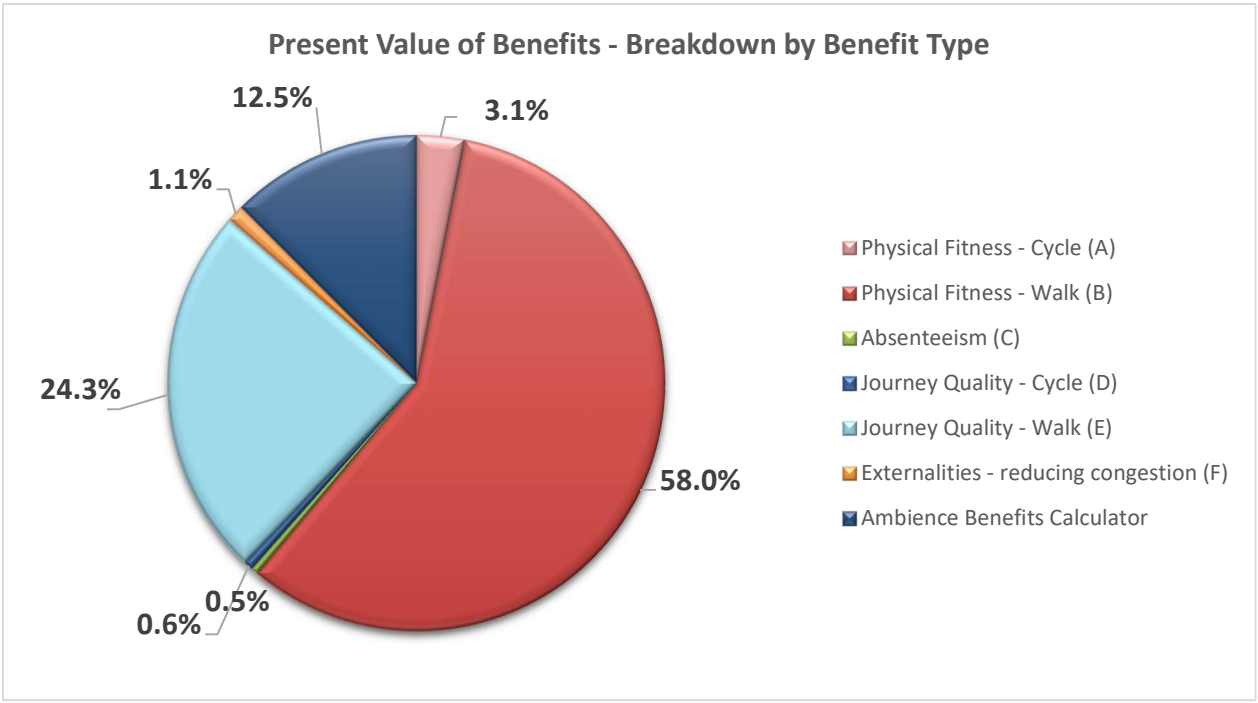
Smaller schemes (less than £2 million) are not required to complete this section.]

The following Value for Money indicators have been estimated for S-CATS Phase 3:

- Present Value of Benefits (PVB): £14.298 million (2010 prices with future benefits over a 60-year appraisal period discounted to 2010).
- Present Value of Costs (PVC): £4.230 million (2010 prices with future costs over a 60-year appraisal period discounted to 2010).
- Net Present Value (NPV): £10.068 million (2010 prices discounted to 2010).
- Benefit Cost Ratio (BCR): 3.38.

Present Value of Benefits (PVB)

A breakdown of the £14.298 million PVB by benefit type is shown below.



- 12.5% (£1.782 million) of monetised benefits for S-CATS Phase 3 are forecast to arise from benefits in ambience. These monetised benefits are related to improved public realm, with improved security, way finding and streetscape.
- 61.1% (£8.730 million) of monetised benefits for S-CATS Phase 3 are forecast to arise from increased physical fitness. These monetised benefits are related to reduced mortality and reduced costs to the health service and wider society, due to increased levels of walking and cycling. The majority of physical fitness benefits for S-CATS Phase 3 are due to increased levels of walking, with approximately 127 additional walking trips per day attributable to the scheme.
- 24.9% (£3.564 million) of monetised benefits for S-CATS Phase 3 are forecast to arise from improved journey quality for pedestrians and cyclists on London Road and Victoria Circus. Standard 'willingness to pay' monetary values (from WebTAG) have been applied in the appraisal to reflect improvements in the public realm that would be of benefit to existing pedestrians and cyclists. Namely the proposed additional cycle parking, upgraded street lighting, reduced kerb / road level difference, renewed pavement, seating, directional signage and tree planting.
- A relatively small proportion of the monetised benefits (1.1%, £0.156 million) is attributed to reduced marginal external costs of car use (externalities), arising from mode shift to walking and cycling. The specific benefits that reduced car use will bring are reduced congestion in Southend and the associated environmental and social benefits (noise, greenhouse gases, road accidents).
- Benefits from reduced absenteeism from work make up 0.5% (£0.065 million) of the expected monetised benefits of S-CATS Phase 3. Reduced absenteeism is expected due to improved health and well-being, linked to increased physical fitness of people who start walking or cycling to work.

In line with standard practice in public sector economic appraisals, financial contributions from businesses are removed from the PVB to represent the cost to the private sector, but excluded from the PVC (as these costs are not being paid by the public sector). The expected present value of private sector developer contributions to S-CATS Phase 3 (approximately £0.06 million) has been deducted, leaving a PVB of £14.298 million.

Present Value of Costs (PVC)

The PVC is estimated at £4.230 million (2010 market prices, discounted to 2010). The PVC includes all public sector costs associated with the scheme over the full 60-year appraisal period, including preparatory, construction, and site supervision costs, a quantified risk layer and allowances for future maintenance. Optimism Bias at 29.1% is also included in the PVC. This level of Optimism Bias has been selected as the scheme cost estimate has been prepared based on known unit rates.

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:

[Present the results of your assessment of procurement and contracting route options and the supplier market, and describe lessons learned from others or experience; max. 1 page.]

Southend-on-Sea re-let the Highways contracts into five “Lots” which divide the work into distinct areas; Planned and Reactive Maintenance; New Works; Traffic system Control, Traffic system Maintenance, and Resurfacing. The procurement process has complied with OJEU with the new contracts based on the HMEP/NEC3 Term Service Contract commencing on 1st April 2015 for initially 7 years.

Southend-on-Sea Borough Council appointed the successful tenderer for the Lot 2 New Works Contract in April 2015 to undertake all projects that are considered to be improvements the Councils highway network, such as highway, pedestrian, bus priority and cycling schemes. However there may be elements that involve works along footpaths, bridleways, in car park and on private land.

The Framework is based on the NEC3 Term Service Contract April 2013 utilising Option A, priced Contract with price list. The work is commissioned via Option X19: Task Order. With Option A it determines the amount to be paid by the Contractor for carrying out a specified task. Option X19 provides the Council with the facilities to control work on a task-by-task basis.

S-CATS Phase 1 (Victoria Avenue) and S-CATS Phase 2 (London Road) were procured through the Lot 2 New Works Contract and were delivered in partnership with the Term Service Contractor.

The procurement for the project could also be made through existing framework the Eastern Highways Alliance Framework and supported by Southend Borough Council Term Contract for New Works.

Southend-on-Sea Borough Council joined The Eastern Highway Alliance Framework (EHF1) in order to carry out major projects such as the Local Pinch Point scheme A127/B1013 Tesco Junction Improvement.

The EHF1 is an unincorporated Association by Agreement involving nine local authorities engaged in developing ways to provide highway services in a cost effective and efficient way. The EHF1 commenced on 18th June 2012 and expired on 17th June 2016. Due to the success of EHF1 the local authorities agreed to engage contractors for EHF2. EHF2 contractors have been appointed with the Inter-authority agreement finalised to allow for an overlap of frameworks. The Council joined the Framework due to the underlying EHA ethos which is that of collaboration and encapsulates:

- A flexible approach to the procurement of highway services and goods based on an inter-authority strategy;
- The further development of Best Value, VfM and construction best practice using the partnering approach for the procurement of private sector partners involving the whole of the relevant supply chains;
- The rationalisation of systems and procedures enabling duplication of effort and administrative and support costs to be reduced for the EHA Members;
- The opportunity to foster innovation within the EHA and to make financial savings;
- The creation of more open processes and performance benchmarking partnerships through regional initiatives and with other highway authorities; and
- The development of skills to help implement and deliver best practices across the EHA.

The EHA is led by the Highways and Transport (H&T) Board comprising chief officers or their nominees. A Framework Steering Group (FSG) comprising senior officers of each member authority is responsible to the H&T Board for setting up and running the EHF1/2. A Framework User Group (FUG) comprising of officers and contractors deals with all matters related to the use of EHF1/2 within parameters set by the FSG.

The Framework is based on the NEC3 Framework Contract June 2013. Each authority commissioning work can use either direct award or mini competition to award work to the framework contractors.

The A127 Kent Elms junction improvements were procured using the Eastern Highways Alliance Framework (EHF2) which is based on the NEC3 Frameworks Contract April 2013. This fostered the same principles as EHF1 and provides the users of the alliance access to six Contractors which enable members to place either a Direct Award Contract or Mini Tenders.

Both the A127 Tesco Improvement and the A127 Kent Elms Improvements both utilised mini competition to procure the works to ensure a competitive costs was achieved for the works and to have a cost for the actual schemes.

4.2. Preferred procurement and contracting strategy*:*

[Define the procurement strategy and contracting strategy (e.g. traditional, (design and build, early contractor involvement) and justify, ensuring this aligns with the spend programme in the Financial Case and the project programme defined in the Management Case; max. 2 pages.]

The delivery options are shown in Appendix 14 and are summarised below.

The procurement of the physical works will be delivered by either SBC's Lot 2 New Works Contract or the EHA Framework. Both options are capable of delivering upon the design and ensuring the works are delivered on programme and within budget.

Delivery option 1 would be to undertake the design and prepare the necessary Task Order under the NEC Term Service Contract to develop a programme and cost of the works closely with the Contractor.

Delivery option 2 would be to undertake the design and prepare a Tender package to procure a Contractor through the EHA Framework utilising Option B under the NEC Contract, resulting in a Contractor providing a programme and cost for the works.

Both options are viable and either could be pursued to deliver the works, however it is considered that Delivery Option 1 would provide the greatest flexibility to deliver the works.

4.3. Procurement experience:

[Describe promoter (and advisor) experience of the proposed approach including any lessons learnt from previous procurement exercises of a similar scale and scope; max. 0.5 pages.]

The Council has successfully delivered the following DfT / government funded projects:

- A127 Progress Road Junction Improvement £4.7m (HCA & SBC funded) A127/A1159 Cuckoo Corner Junction Improvement £5m (DfT & SBC funded) A127/A13 Victoria Gateway £6.7m (HCA & SBC funded) City Beach £6.7m (HCA &SBC funded). Collectively they were winners of the RTPI National Awards in 2011 for the Public Realm category.
- The Council carried out Better Bus Area schemes during 2012/13 – 2013/14 funded by DfT. The main lesson learned was to consult the bus user groups, particularly elderly and disabled users, other road users and the bus companies before implementing any changes. Public involvement enabled participants to rightly claim that their contribution made a positive difference. Other lessons learned were; the need to monitor and evaluate progress throughout the implementation period. On completion, annually report on outcomes highlighting any key outcomes.
- DfT's Local Pinch Point Fund for Southend's £4.7m A127/B1013 Tesco Junction Improvement scheme was completed on time and to budget. It has been a success as the Communications Plan included early contractor involvement and early public consultations. This project utilised PRINCE2 methodology, which has ensured good time management, control and organisation of the project.
- A127/A1015 Kent Elms Junction Improvement has suffered delays due to un-known utility apparatus, in adequacy of utility apparatus records, inaccurate GPR records. Lessons learnt from this scheme have ensured extensive trial holes and slip trenches will be carried out to determine/confirm the location of utility apparatus to inform the design and minimise coming across unknown apparatus during the construction phase. Obtaining accurate programmes from utility companies and minimise any diversions within the scheme.

- London Road – Public realm improvements to the A13 corridor from Boston Avenue to North Road providing a continuous cycle route across the length of the scheme whilst undertaking modifications to junctions and side roads to accommodate the works. The scheme was delivered on time and within the available budget.
- Victoria Gateway – Public realm improvements for the 'greening' of Victoria Gateway through the provision of additional landscaping, utilising planters, paving and enhanced lighting. The scheme was delivered on time and within the available budget.
- Boston Avenue – A pocket park was created at Boston Avenue's junction with Queensway which included realignment of the junction to create increased green space, improved pedestrian and cycling route, planting and street furniture. The scheme was delivered on time and available budget.

4.4. Competition issues:

[Describe any competition issues within the supply chain; max. 0.5 page.]

There are no perceived competition issues within the supply chain.

4.5. Human resources issues:

[Where possible, describe what you have done to identify and mitigate against any human resource issues; max. 0.5 pages.]

There are both the skills and the resource within the Design Team to carry out the design from the early design stages through to construction. Should it be determined at any point during the life of the project that a particular skill is missing or that resources need to be increased, either additional staff will be procured or external consultancies will be used to bride any perceived gaps.

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.]

Refer to Risk Register in Appendix 15 and Risk Management section below.

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.]

Improvement to the public realm and walking and cycling facilities along London Road can help increase footfall and dwell times in this part of Town Centre, which is a key gateway to the high street, creating more opportunities for businesses and a vibrant social environment for residents and tourists.

S-CATS is a clearly defined part of a wider strategy for Southend, which was subject to widespread consultation during 2015/16. Sunrise is also providing further consultation on this are and as a result the options have already been narrowed down to a short list for the Phase 3 work. The design variations all contain a set of common components, including…..

5. FINANCIAL CASE

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

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

5.1. Total project value and funding sources:

[Specify the total project value and how this is split by funding sources by year, as per the table below (expand as appropriate). This should align with the total funding requirement described within the Project Overview section. Please include details of other sources of funding, and any conditions associated with the release of that funding. LGF can only be sought to 2020/21.]

S-CATS Phase 3 – London Road and Victoria Circus £4M

The total project cost have been produced from

- Works estimates using 2015 prices from the Southend Borough Council Lot 2 New Works Contract
- Costs Management Fees, Design Fees and Supervision costs
- Estimates from Statutory Undertakers for plant diversions,
- Calculation of risk utilising @risk software (Appendix 16)
- The provision of a 29.1% Optimism Bias (WebTag Table 8). In addition to these have been included.

The Works costs are based on 2015 prices within the Lot 2 New Works Contract. As the works will be constructed during the 2019/20 period inflation has been included within the financial case for yearly cost increases.

No financial contributions have been made to date from local businesses for the purposes of the scheme, they are however working closely on the project as part of the Core Group within the SUNRISE scheme. Local businesses are represented by the BID with their views and ideas on the project tabled at Core Group meetings or via the consultation process. To date their support has been valued as they are able to express the visions and the benefits of the project to their wider group gaining much needed buy-in on the scheme. Without them being signed up to the scheme it would be considerably harder to achieve the projects goals.

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

[Specify the amount and type of SELEP funding sought to deliver the project. This should align with the SELEP funding requirement described within the Project Overview section.]

The total allocation of Southend-on-Sea Central Area Transport Scheme (S-CATS) amounts to £4M within the SELEP Programme. Two previous S-CATS business cases have been successful in drawing down funding to the value of £3M. Therefore the S-CATS Business Case seeks to draw down the remaining £4M allocation.

5.3. Costs by type:

[Detail the cost estimates for the project by year as per the table below (expand as appropriate) and specify how the inclusion of the Quantitative Risk Assessment (QRA) and other overheads aggregate to the total funding requirement. Where conversion has been made between nominal and real cost estimates (and vice versa) please provide details of any inflation assumptions applied. The Financial Case should not include Optimism Bias. Please confirm that optimism bias has not been applied in the Financial Case. Also, include details of the agreed budget set aside for Monitoring and Evaluation, and ensure this aligns with the relevant section in the Management Case. Please note, not all sections of the table may require completion.]

	Expenditure Forecast				
Cost type	**17/18 £000**	**18/19 £000**	**19/20 £000**	**20/21 £000**	**Etc.**
Capital [For example by stage, key cost elements for construction, and other cost elements such as contingency, overheads and uplifts]					
Non-capital [For example revenue liabilities for scheme development and operation]					
Procurement			£161k		
Detailed Design			£193k		
Management			£235k	£142k	
Construction			£453k	£1.812M	
Statutory Undertakers			£50k	£50k	
Optimism Bias			£273k	£501k	
QRA			£53k	£136k	
Monitoring and Evaluation					
Total funding requirement			**£1.419M**	**£2.641M**	
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.]

The cost contained within the QRA have been taken from the estimates prepared to understand the anticipated cost of the scheme. These costs have been derived utilising the rates contained with the contracts available for procurement. These cost have then been run through risk simulation software using the Monti Carlo method, results of with are contained within Appendix 16

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

[Where possible, explain the assumed capital and non-capital funding profile, summarise the total funding requirement by year, and funding source (add rows / columns as appropriate). Please

note, not all sections of the table may require completion. Also, explain the external factors which influence/determine the funding profile, describe the extent of any flexibility associated with the funding profile, and describe non-capital liabilities generated by the scheme; max. 1 page.]

	Expenditure Forecast					
Funding source	**17/18 £000**	**18/19 £000**	**19/20 £000**	**20/21 £000**	**21/22 £000**	**22/23 £000**
Capital source 1 LGF			£1.395M	£2.641M		
Capital source 2 Sunrise			£60k			
Non-capital source 1…						
Non-capital source 2…						
Total funding requirement			**£1.419M**	**£2.641M**		

5.6. Funding commitment:

[Provide signed assurance from the Section 151 officer to confirm the lead applicant will cover any cost overruns relating to expenditure and programme delivery, as per the template in Appendix A. Please also confirm whether the funding is assured or subject to future decision making.]

5.7. Risk and constraints:

[Specify project and funding risks and constraints. Describe how these risks have, where appropriate, been quantified within the QRA/contingency provisions; max 0.5 pages.]

Refer to risk register in Appendix 15 and QRA in Appendix 16

6. MANAGEMENT CASE

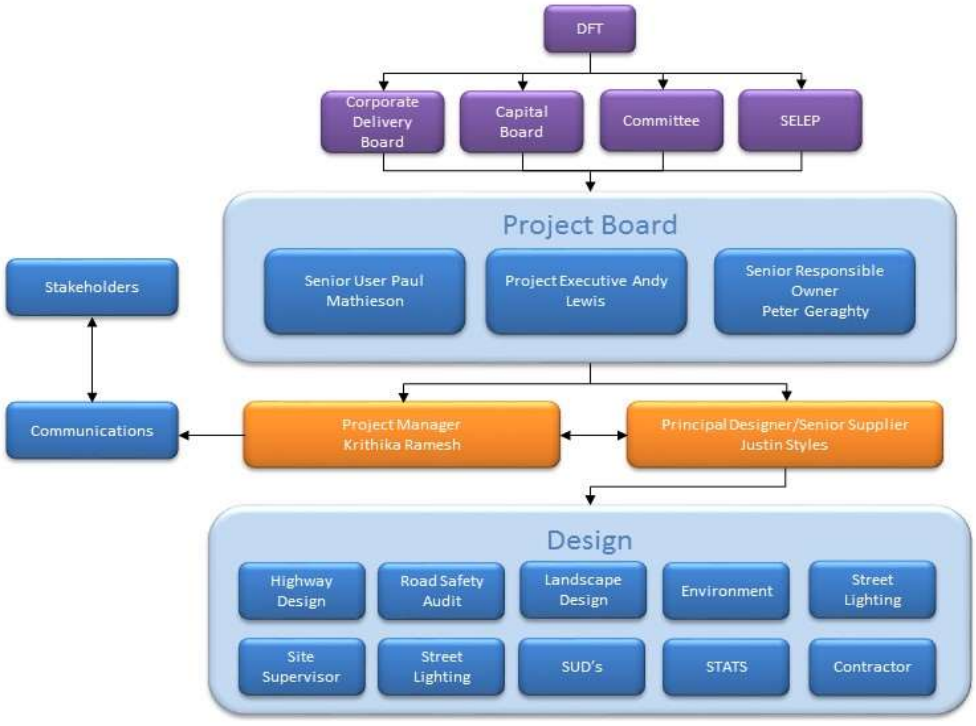
The management case determines whether the scheme is achievable and capable of being delivered successfully in accordance with recognised best practice. It demonstrates that the spending proposal is being implemented in accordance with a recognised Programme and Project Management methodology, and provides 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:

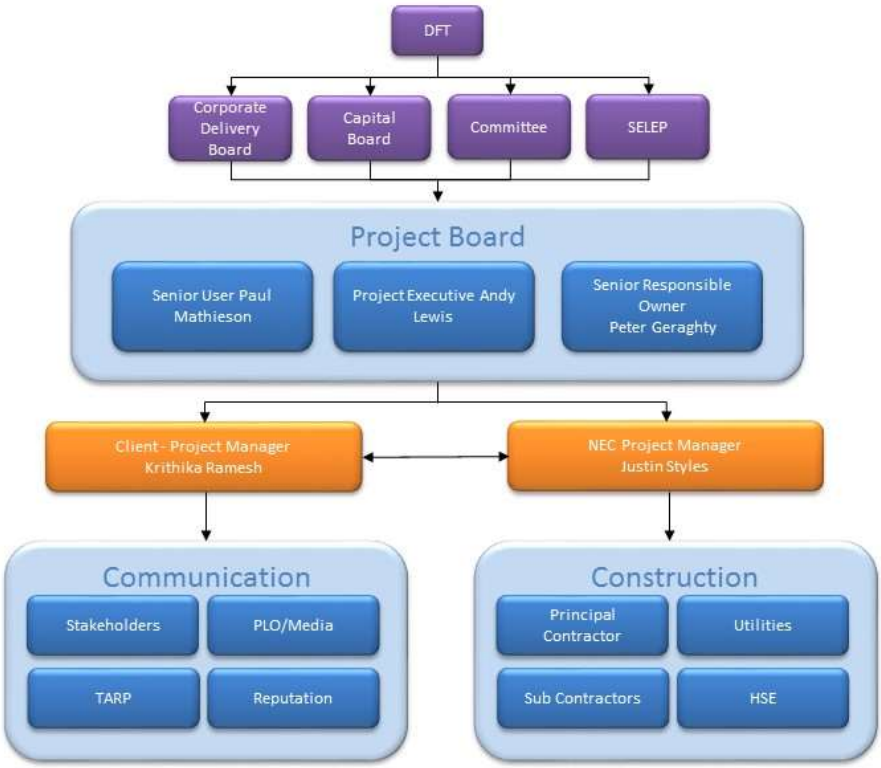
[Nominate the project sponsor and Senior Responsible Officer, explain the project governance structure (ideally as a diagram with accompanying text) and describe responsibilities, project accountability, meeting schedules etc.; max. 1 page.]

These improvements will build upon the delivery of the "Better Southend" Major Schemes (£25m package of CIF2 and DfT funded project and £5m Local Pinch Point Fund), LTP3 and LSTF projects. The project will be based upon PRINCE2 methodology with the Project Manager and Senior User PRINCE2 Practitioners. The following organisation chart shows the governance structure that is already in place and ensured the delivery of Kent Elms and will also serve as the governance for the Bell project.

The design shall be carried out in house and engage specialist support services i.e. geotechnical, environmental, Road Safety Audit, surveys, from consultants/contractors through existing frameworks.



S-CATS Phase 3 – Victoria Circus and London Road Design Stage



S-CATS Phase 3 – Victoria Circus and London Road
Construction Stage

The “Better Southend” projects, including the A127 Progress Road Junction Improvement, the A127/A1159 Cuckoo Corner Junction Improvement, A127/A13 Victoria Gateway and City Beach improvements and more recently the A127/B1013 Tesco Junction Improvement were all completed on time and within budget.

Andy Lewis – Deputy Chief Executive for Place – Executive

Andy will be ultimately responsible for the programme and ensure that all elements are correctly focussed on achieving their aims, objectives and outcomes, and reports to the Corporate Delivery Board. Andy has been the Corporate Director and Executive for all previous “Better Southend” projects. Andy’s strong Executive support for this project and his experience will ensure A127 The Bell Junction is completed on time and to budget

Dr Peter Geraghty – Director Planning and Transport – Senior Responsible Owner

Peter is the Head of Service responsible for managing the strategic planning and transport functions. Peter will oversee the budgetary requirements and approve the resourcing and investment. Peter undertook the SRO role for the A127/B1013 Tesco Junction Improvement and A127/A1015 Kent Elms Junction Improvements.

Neil Hoskins – Senior User – Chartered Civil Engineer and PRINCE2 Practitioner

Neil is responsible for the quality of the elements as delivered by the Project Manager and the team. Neil is responsible for ensuring alignment with strategic transport and planning policy and scheme objectives, co-ordination with other authorities and achieving value for money and delivering the benefits.

Principle Contractor – TBA - Senior Supplier

During the construction stage the Principle Contractor will undertake the Senior Supplier Role and attend Project Board meetings.

Justin Styles – Principal Designer (CDM) – Senior Supplier

Justin will be responsible directing design resources to ensure the Design stage and Tender Stage is completed on time and to quality. Provide Project Assurance support Justin will also provide supervision in Chief during the Construction Stage.

Krithika Ramesh – Project Manager

Krithika will be responsible for the project management of the Project, ensuring that the project is aligned with the project objectives, and that the appropriate monitoring is implemented to assess progress on the outputs and monitor the outcomes. Krithika was responsible for delivering the S-CATS Phase 1 (Victoria Avenue) and Phase 2 (London Road). Project Board meetings will be held regularly, which will consider project status against deliverables and cost, as well as reviewing the Risk Register and any exception reports and necessary actions.

6.2. Approvals and escalation procedures:

[Specify the reporting and approval process; max. 0.5 pages.]

The majority of decisions are taken by the project team and will utilise the Gateway process adopted by the design team (refer to Appendix 17 for details), however key decisions are taken by the project team to the Project Board to allow a full discussion to be had regarding their impact on the project and whether they have an adverse effect on programme, budget or reputation. This is possible due to the Chief Executive and Deputy Chief Executive (Place) having delegated authority from Cabinet to agree the Option to be taken forward for implementation and any subsequent changes that may arise as the project continues. Should it be considered at any stage that the changes to the scheme are considerable enough that it begins to depart form the outcomes and objectives of the project, it would then be taken back to Cabinet for discussion.

6.3. Contract management:

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

The design phase of the project will be managed under PRICE 2 as discussed above. The Construction phase of the project shall be managed under the NEC3 Contract as discussed in section 4.

6.4. Key stakeholders:

[Describe key stakeholders, including any past or planned public engagement activities. The stakeholder management and engagement plan should be provided alongside the Business Case; max. 0.5 pages.]

Stakeholder engagement has been key to the whole process of developing the scheme, as discussed in previous sections, however the engagement does not stop at the development of the scheme, as it will be continuing throughout the whole life of the project. The next stage of the SUNRISE scheme will be the co-implementation phase which will still require active participation from the Core Group and the wider Co-Creation Forum. Together the measures selected will have 'trials' where practical to ensure the measures worked on the ground prior to their permanent implementation.

Feedback will be sought at this stage from local businesses in the direct vicinity, the wider perception of the BID, residents from the local neighbourhood and those visitors travellng through

the space as part of their recreational activities. If required, modifications to the measures can be implemented prior to the final measures being put in place. This ensure that those impacted by the scheme have the opportunity to contribute and ensure its fit for purpose and reduces the potential for a negative reaction.

There will also be an opportunity for stakeholders to be involved in the evaluation of the project upon completion, this gives a chance for those impacted to give their views on what they consider to be both successful and if there are any measures that have not worked as planned.

6.5. Equality Impact:

[Provide a summary of the findings of the Equality Impact Assessment (EqIA) and attach as an Appendix to the Business Case submission. If an EqIA has not yet been undertaken, please state when this will be undertaken and how the findings of this assessment will be considered as part of the project's development and implementation. The EqIA should be part of the final submission of the Business Case, in advance of final approval from the Accountability *Board; max. 0.5 pages.]*

6.6. Risk management strategy:

[Define the Risk Management Strategy referring to the example provided in Appendix B (expand as appropriate), ensuring this aligns with the relevant sections in the Financial and Commercial Case. Please provide supporting commentary here; max. 0.5 pages.]

The Council is committed to the proactive management of key external and internal risks and actively promotes the principles of effective risk management throughout the organisation. The Risk Management Strategy and Framework aims to apply best practice to the identification, evaluation and control of key risks and ensure that residual risks are monitored effectively. This will be achieved by:

- Enabling senior management and Members to support and promote risk management;
- Developing and embedding clear strategies and policies for risk;
- Equipping and supporting staff and partners to manage risk well;
- Establishing and promoting effective arrangements for managing risks with partners;
- Developing effective risk management processes to support the business;
- Ensuring risks are handled in a way which gives the Council assurance that risk management is delivering successful outcomes and supporting creative risk-taking; and
- Using risk management to contribute to the delivery of improved outcomes.

Southend Borough Council will achieve these aims by implementing and maintaining a Risk Management Framework, comprising this risk policy statement, the strategy and toolkit (Appendix 18). These documents will be reviewed regularly against good practice guidance to ensure that they are fit for purpose and continue to drive forward a robust approach to risk management.

6.7. Work programme:

[Provide a high-level work programme in the form of a Gantt Chart which is realistic and achievable, by completing the table in Appendix C (expand as appropriate). Please describe the critical path and provide details regarding resource availability and suitability here; max. 0.5 pages.]

The programme is contain with Appendix 19

The bulk of the consultation work has been undertaken as part of the Sunrise project and is now within the phase of co-selection, which is the process for reducing the 'long list' down to the 'short list' ready for a Borough wide vote on the selected proposals. Upon completion of this phase the project will move into the detailed design phase and through to the Tender phase whereby a Contractor will be procured as discussed in the sections above.

6.8. Previous project experience:

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

The Council has successfully delivered the following DfT / government funded projects:

- A127 Progress Road Junction Improvement £4.7m (HCA & SBC funded) A127/A1159 Cuckoo Corner Junction Improvement £5m (DfT & SBC funded) A127/A13 Victoria Gateway £6.7m (HCA & SBC funded) City Beach £6.7m (HCA &SBC funded). Collectively they were winners of the RTPI National Awards in 2011 for the Public Realm category.
- The Council carried out Better Bus Area schemes during 2012/13 – 2013/14 funded by DfT. The main lesson learned was to consult the bus user groups, particularly elderly and disabled users, other road users and the bus companies before implementing any changes. Public involvement enabled participants to rightly claim that their contribution made a positive difference. Other lessons learned were; the need to monitor and evaluate progress throughout the implementation period. On completion, annually report on outcomes highlighting any key outcomes.
- DfT's Local Pinch Point Fund for Southend's £4.7m A127/B1013 Tesco Junction Improvement scheme was completed on time and to budget. It has been a success as the Communications Plan included early contractor involvement and early public consultations. This project utilised PRINCE2 methodology, which has ensured good time management, control and organisation of the project.
- A127/A1015 Kent Elms Junction Improvement has suffered delays due to un-known utility apparatus, in adequacy of utility apparatus records, inaccurate GPR records. Lessons learnt from this scheme have ensured extensive trial holes and slip trenches will be carried out to determine/confirm the location of utility apparatus to inform the design and minimise coming across unknown apparatus during the construction phase. Obtaining accurate programmes from utility companies and minimise any diversions within the scheme.
- London Road – Public realm improvements to the A13 corridor from Boston Avenue to North Road providing a continuous cycle route across the length of the scheme whilst undertaking modifications to junctions and side roads to accommodate the works. The scheme was delivered on time and within the available budget.
- Victoria Gateway – Public realm improvements for the 'greening' of Victoria Gateway through the provision of additional landscaping, utilising planters, paving and enhanced lighting. The scheme was delivered on time and within the available budget.
- Boston Avenue – A pocket park was created at Boston Avenue's junction with Queensway which included realignment of the junction to create increased green space, improved pedestrian and cycling route, planting and street furniture. The scheme was delivered on time and available budget.

6.9. Monitoring and evaluation:

[SELEP are required to submit detailed quarterly project monitoring reports to the Department for Business, Energy and Industrial Strategy for schemes that have been funded through the LGF to enable ongoing monitoring and evaluation of individual projects. Monitoring and evaluation metrics should be aligned to these reporting requirements (South East Local Enterprise Partnership Assurance Framework 2017, Section 5.8 – see SELEP Business Case Resources document). A proportionate approach to Monitoring and Evaluation should be followed ensuring evaluation objectives relate back to the business case and build on assumptions used in the appraisal process.

Specify the following:

Inputs

- *Describe what is being invested in terms of resources, equipment, skills and activities undertaken to deliver the scheme*

Outputs (delivering the scheme/project)

- *Identify what will be delivered and how it will be used*

Outcomes (monitoring)

- *Identify and describe how the relevant performance indicators (KPIs) will be used to monitor the outcomes, including high-level outcomes, transport (outputs), land, property and flood protection (outputs) and business, support, innovation and broadband (outputs) (as per the table in Appendix D)*

Impacts (evaluation)

- *Describe how the impacts will be evaluated 2 and/or 5 years post implementation depending on the size of the project. Consider the impact of the intervention on the following Growth Deal outcomes (if relevant):*
    - *Housing unit completion*
    - *Jobs created or safeguarded*
    - *Commercial/employment floor space completed*
    - *Number of new learners assisted*
    - *Area of new or improved learning/training floor space*
    - *Apprenticeships*

Promoters should also include a statement which identifies other schemes which may have potentially contributed to the same benefits/impacts.
Max. 1 page excluding table.
Smaller schemes (less than £2 million) are required to complete Monitoring and Evaluation which is proportionate to the size of the scheme; max. 0.5 page.]

Monitoring and Evaluation Report and Monitoring and Evaluation Baseline Report contained within Appendix 24 & 25.

6.10. Benefits realisation plan:

[A Benefits Realisation Plan provides details of the process that will be followed to ensure that benefits are sustained and that returns on investment are maximised where possible. The Benefits Realisation Plan identifies the potential benefits and how these will be tracked and measured, the risks that may prevent benefits being realised and the critical success factors that need to be in place to ensure that benefits are realised. In many cases, benefits realisation management should be carried out as a duty separate from day to day project management.

Describe the proposal for developing a Benefits Realisation Plan which should involve continuous public engagement to ensure the anticipated benefits are realised. The Benefits realisation plan should be consistent with the Strategic and Economic Case; max. 0.5 page.]

The benefits of the scheme will be measured as part of the SUNRISE project during the Co-Evaluation stage. The measures implemented will be appraised through consultation with stakeholders to establish that the measures have realised the intended benefits. Whilst this is likely to be undertaken through face to face surveys and online questionnaires the exact form in which this stage will take is to be finalised in the coming weeks, once the Co-Selection phase has been finalised post the Borough wide voting.

7. DECLARATIONS

Has any director/partner ever been disqualified from being a company director under the Company Directors Disqualification Act (1986) or ever been the proprietor, partner or director of a business that has been subject to an investigation (completed, current or pending) undertaken under the Companies, Financial Services or Banking Acts?	*Yes / No*
Has any director/partner ever been bankrupt or subject to an arrangement with creditors or ever been the proprietor, partner or director of a business subject to any formal insolvency procedure such as receivership, liquidation, or administration, or subject to an arrangement with its creditors	*Yes /No*
Has any director/partner ever been the proprietor, partner or director of a business that has been requested to repay a grant under any government scheme?	*Yes / No*

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.

Signature of applicant	
Print full name	
Designation	

8. APPENDIX A - FUNDIG 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
				[e.g. Medium 3]	[e.g. Very Low 1]	[Likelihood of occurrence multiplied by Impact]		

* Likelihood of occurrence scale: Very Low (1) more than 1 chance in 1000; Low (2) more than 1 chance in 100; Medium (3) more than 1 chance in 50; High (4) more than 1 chance in 25; Very High (5) more than 1 chance in 10.
** Impact scale: Very Low (1) likely that impact could be resolved within 2 days; Low (2) potential for a few days' delay; Medium (3) potential for significant delay; High (4) potential for many weeks' delay; Very High (5) potential for many months' delay
Please note, not all sections of the table may require completion.

10. APPENDIX C – GANTT CHART

Tasks	Start date	Finish date	2017						2018				
			Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Etc.
Key Milestones / Deliverables													

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)	*[Add description where relevant to describe how the relevant KPIs will be used to monitor the outcomes]*
	Commercial floorspace planned - please state sqm and class	
	Commercial floorspace constructed to date - please state sqm and class	
	Housing unit starts (forecast over lifetime)	
	Housing unit starts (to date)	
	Housing units completed (forecast over lifetime)	
	Housing units completed (to date)	
Transport (outputs)	Total planned length of resurfaced roads (km)	
	Total completed length of resurfaced roads (km)	
	Total planned length of newly built roads (km)	
	Total completed length of newly built roads (km)	
	Total planned length of new cycle ways (km)	
	Total completed length of new cycle ways (km)	
	Type of service improvement	
Land, Property and Flood Protection (outputs)	Anticipated area of site reclaimed, (re)developed or assembled (ha)	
	Actual area of site reclaimed, (re)developed or assembled (ha)	
	Length of cabling/piping planned (km) - Please state if electricity, water, sewage, gas, telephone or fibre optic	
	Length of cabling/piping completed (km) - Please state if electricity, water, sewage, gas, telephone or fibre optic	
	Anticipated area of land experiencing a reduction in flooding likelihood (ha)	
	Actual area of land experiencing a reduction in flooding likelihood (ha)	
	Follow-on investment at site (£m) - Please state whether Local Authority, Other Public Sector, Private Sector or Third Sector	
	Anticipated commercial floorspace refurbished - please state sqm and class	
	Actual commercial floorspace refurbished - please state sqm and class	
	Anticipated commercial floorspace occupied - please state sqm and class	

Category	Key Performance Indicators	Description
	Actual commercial floorspace occupied - please state sqm and class	
	Commercial rental values (£/sqm per month, by class)	
	Anticipated number of enterprises receiving non-financial support (#, by type of support)	
	Actual number of enterprises receiving non-financial support (#, by type of support)	
	Anticipated number of new enterprises supported	
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 – 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.*