

Capital Project Business Case

Accessing Charleston



Image Tony Tree

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1. PROJECT OVERVIEW

1.1. **Project name:** Accessing Charleston: Removing the barrier to growth

1.2. **Project type:** Site Access Infrastructure – supporting cultural sector

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

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

1.5. **Development location:** Charleston, Firle, East Sussex BN8 6LL

1.6. **Project Summary:**

To widen and resurface the access track to Charleston from its junction with the A27 east of Firle. Charleston is an artists’ house and studio museum of international significance in the heart of the South Downs National Park in East Sussex and home to the renowned Charleston Festival.

Poor drainage has led to erosion of the subsurface of the existing road which has led to a broken surface with cracks and large potholes. We propose to take advantage of the extended closure of Charleston due to COVID19 to carry out this essential work. Our business plan focusses on growing audience numbers and encouraging return visits to our programme of events and exhibitions; however, the poor condition of the access track is discouraging repeat visitors and is a barrier to growth.

1.7. **Delivery partners:**

Partner	Nature of involvement (financial, operational etc.)
The Charleston Trust LEAD APPLICANT	Beneficiary, project manager, providing match funding
The Firle Estate	Landowner, providing engineering drawings and advice in support of the project.
South Downs National Park	Strategic support and potential funding partner
ESCC	Strategic support

1.8. **Promoting Body:**
The Charleston Trust

1.9. **Senior Responsible Owner (SRO):**
Nathaniel Hepburn, Chief Executive, The Charleston Trust

1.10. **Project Sponsor:**
Louise Zandstra, Director of Finance and Enterprises

1.11. **Total project value and funding sources:**

Funding source	Amount (£)	Constraints, dependencies or risks and mitigation
Getting Building Fund	£89,323	Constraints – we are seeking quotes for work to make full use of the available funding. Potential risk that this is not sufficient to deliver the intended impacts. We continue to seek further funding to cover the projected costs of fully resurfacing the access road and improving drainage along the full length.
Match Funding	-	Dependencies - We are currently seeking match funding to deliver a larger project which will ensure improvements are delivered along the whole road which will have increased outcomes in improving visitor access and allow provision of a cycle route, but funding timescales mean that additional income cannot be confirmed yet.
Benefit in Kind	£10,000	Estimated value of project management support provided by Firle Estate
Total project value	£99,323	

1.12. **SELEP funding request, including type (LGF, GPF, GBF etc.):**
GBF application – initial award of £89,323

1.13. **Exemptions:** Value for Money exemptions, scheme below financial value required.

1.14. **Key dates:**
Project Commencement - 01/08/2020
Construction starts – Jan/Feb 2021
Planned completion – end March 2021 when Charleston expects to reopen to the public

1.15. **Project development stage:**

Project development stages completed to date			
Task	Description	Outputs achieved	Timescale
Outline business case	GBF funding confirmed	Confirmation of initial award	July 2020
	Develop business case for initial plan		September 2020
	SELEP Accountability Board decision	Accountability Board approval of business case	November 2020
Project development stages to be completed			
Task	Description	Timescale	
Detailed design	Firle Estate Management team have commissioned engineers to provide drawings and will lead on tendering for contractors for either a smaller project (improving the access track surfacing, widening and drainage) which will use the confirmed GBF funding but deliver fewer outputs or a full project (improving the access track as above plus introducing a cycle route into the site) which could be delivered if match funding is secured .	September/October 2020	
Appoint contractors	When final funding is confirmed and available to drawdown, we will appoint contractors to deliver the final agreed project	End November 2020	
Project delivery	Work is estimated to require 6 weeks on site and is intended take place before Charleston reopens at end March 2021	End March 2021	
Benefits delivered		March 2021 onwards	

1.16. Proposed completion of outputs:
March 2021

2. STRATEGIC CASE

Scope / Scheme Description:

Charleston is currently accessed via a farm track off the A27 east of Firle in East Sussex. Whilst improvements have been made to the access off the A27 in recent years with the introduction of a ghost island right hand turn lane, the access track is collapsing and riddled with potholes and large cracks.



Visitors frequently face punctures or drive into the ditch trying to navigate access. There is significant visitor feedback to indicate that visitors are discouraged from repeat visits due to the poor quality of access.

As a result of the poor single carriageway track, we are limited in our ability to grow the events and festivals programme which our new buildings were developed to encourage.

The project comprises the resurfacing, widening and provision of additional drainage to the farm track and will improve and increase access to the site to allow for the increased visitor numbers and to encourage repeat visits. This investment will secure the long-term maintenance and viability of the asset. The lack of access is currently an obstacle to growth.

We are also seeking additional project funding (outside the scope of this business case) to enable the creation of a new cycle route into the South Downs National Park. The landowner, Firle Estate, would reclassify the route accordingly. A new public cycle route into the South Downs National Park would connect to the proposed Highways England A27 East of Lewes shared use path connecting Lewes with Eastbourne. This off-road route alongside

the A27 will be completed by 2022 and will enable cyclists and pedestrians to safely access to Charleston and the South Downs National Park from Lewes, Polegate, Eastbourne and the East Coastway railway stations in between.

Cyclists will be able to make use of the free visitor facilities and bicycle repair facilities at Charleston which have been funded by the South Downs National Park, as well as Charleston's garden which is now free for all to visit as a place of wellbeing and creativity.

2.1. Logic Map

Objectives and Inputs	Outputs	Outcomes	Impacts
<p>Objectives</p> <p>Improve access road to Charleston</p> <p>Support growth in the visitor economy</p> <p>Improve visitor experience and encourage repeat visits.</p> <p>Inputs</p> <p>Grant Spend GBF £.089m [Matched Contributions Spend £.211m – subject to confirmation]</p>	<p>Completed length of resurfaced road 1km</p> <p>Completed length of road with reduced likelihood of flooding due to improved drainage 1km</p> <p>Completed length of new cycle ways (subject to additional funding) 1km</p>	<p>Short to Medium Term</p> <p>Growth in repeat attendance at Charleston to be determined via visitor feedback records.</p> <p>Reduction of 100% in negative visitor feedback about access and vehicle damage.</p> <p>Secure 3 posts in events and visitor services</p> <p>Longer term</p> <p>Improved road safety</p> <p>Increased benefit to business of growth in repeat visitors</p> <p>Link to planned Lewes to Eastbourne cycle route in 2022 (subject to match funding)</p>	<p>Investment of £89k in this road widening and cycle path project would deliver an immediate Return of Investment of 367% through the economic impact of Charleston’s visitors to the local area (economic impact of £1.6 million in 2019).</p>

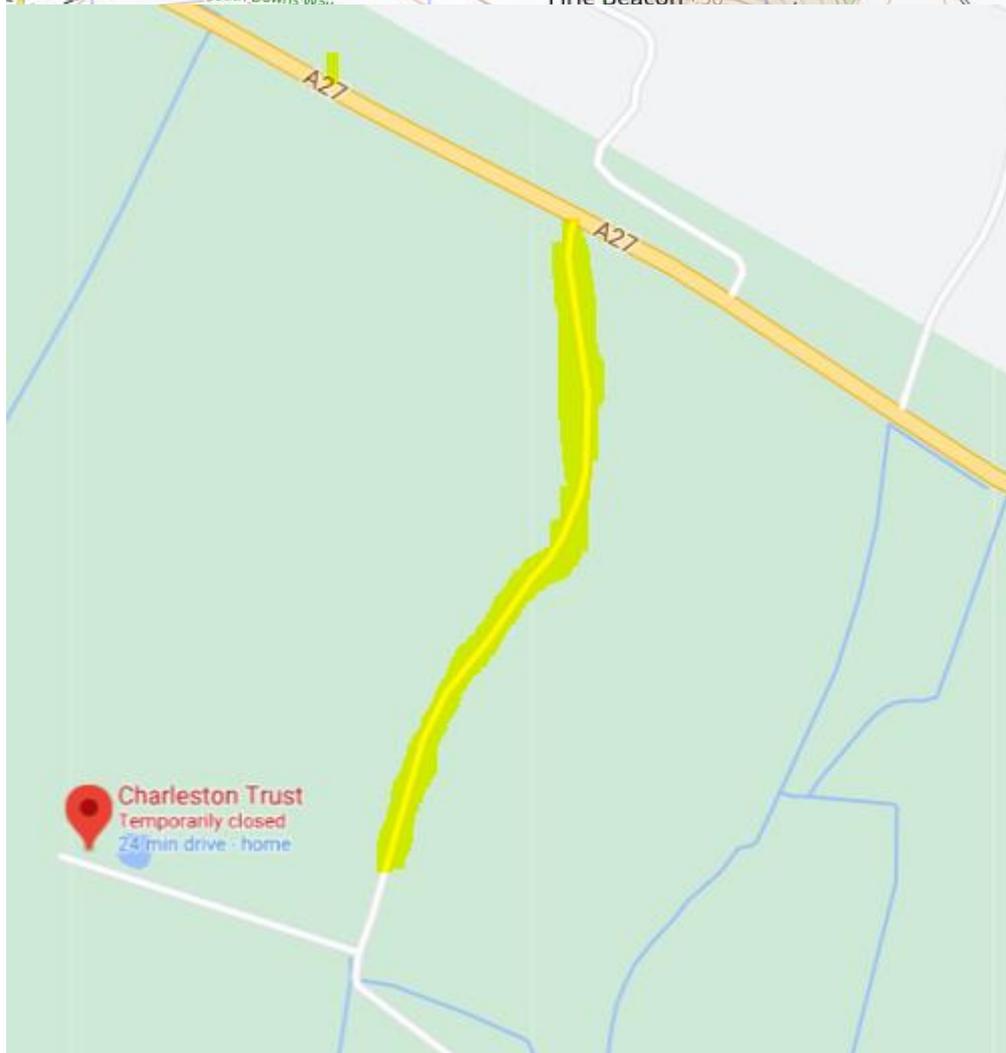
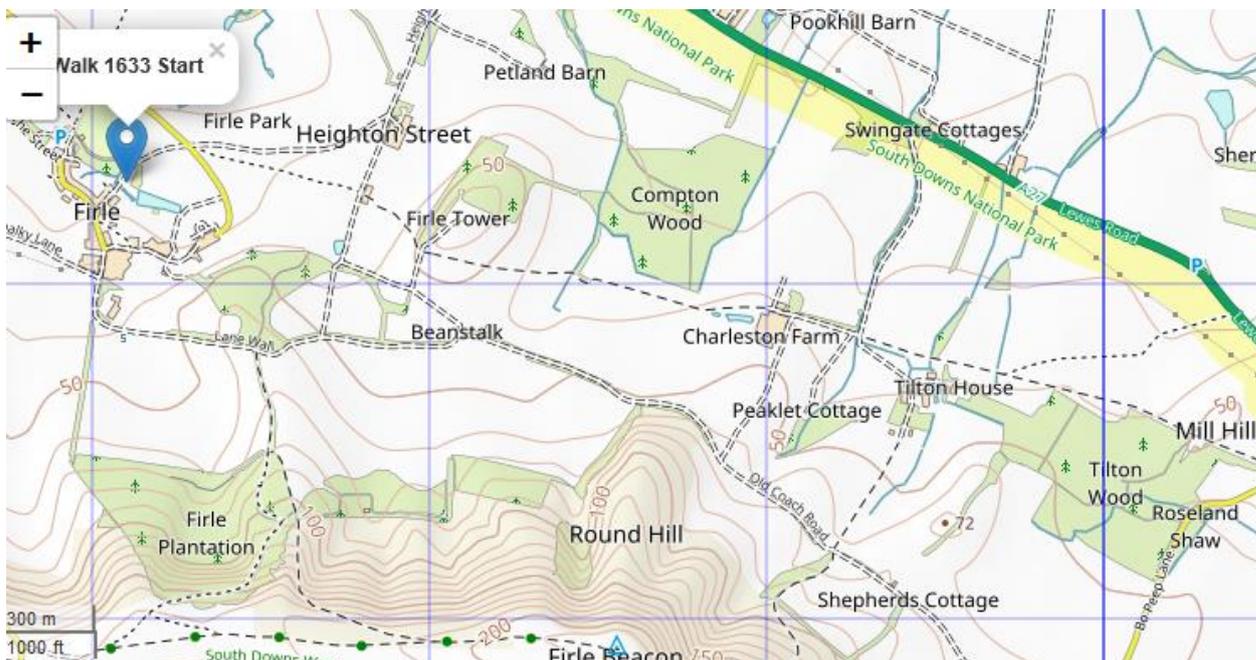
2.2. Location description:

The Charleston site is situated within the South Downs National Park and accessed via an unclassified single-track access road off A27 just east of Firle.

Poor drainage has led to erosion of the subsurface of the road which then breaks up the surface leading to cracks and large potholes.

This narrow road provides the only vehicular access into and out of Charleston. Any works to improve access are therefore best completed while Charleston is closed to staff and the public.





2.3. Policy context:

The Accessing Charleston project has a strong strategic fit with policy and strategy at national, regional, and local levels. Culture and heritage is an important contributor to the national economy and its intrinsic economic value is increasingly recognised by policy-makers (e.g. 2016 Culture White Paper). Charleston is recognised as an important part of the local cultural and visitor network in East Sussex.

The Accessing Charleston project directly contributes to the aims and ambitions of:

The South East LEP Strategic Economic Plan – The SELEP Strategic Economic Plan aims to build on the region’s strengths – two of which are identified as the creative, cultural and media sector and the visitor economy – and to address the ‘productivity challenge’.

As a cultural institution at the centre of the most economically productive arts and cultural activity, book publishing, Charleston is uniquely placed to support the LEP’s ambitions. Charleston is an important hub for high-value professionals in the fragmented commercial creative industry, providing a platform for networking, collaboration, and innovation. In addition to this, the literary festivals hosted at Charleston attract valuable visitors to East Sussex supporting the local visitor economy.

The impact of improving the access into the Charleston site will enable a step-change in the scale of the economic benefits realised to date, supporting SELEP’s efforts to promote economic development in rural areas and to diversify the region’s economy away from low-value tourism. This will be achieved by increasing the number of repeat visitors to Charleston which is impacted by the current poor access arrangements as cited in visitor feedback.

The East Sussex Growth Strategy – “enhancing the range and quality of cultural attractions to support a thriving economy”. Published in December 2014 after extensive consultation, the East Sussex Growth Strategy sets out an ambitious vision for the East Sussex economy to 2020 and beyond, identifying the major economic opportunities across the county and the collective actions that public and private sector partners will take to accelerate economic growth.

The East Sussex Cultural Strategy – “enabling the cultural and creative economy”, “developing and promoting a well-packaged cultural tourism offer”. The East Sussex Cultural Strategy 2013 – 2023 is a ten-year partnership framework. It was produced by East Sussex County Council on behalf of government agencies and services, cultural organisations and cultural leaders.

The East Sussex Local Transport Plan 2011-2026 – high level LTP3 objectives include “improve economic competitiveness and growth” and “improve accessibility and enhance social inclusion” and “improve quality of life”. The improvement to the access road will provide an enhancement to the experience of visiting Charleston boosting its growth and also provide improved access for local residents not just to Charleston but also to the South Downs National Park and South Downs Way which passes nearby.

The Lewes District Regeneration Strategy – “welcoming visitors”. The Lewes District Regeneration Strategy, which was the Council’s strategy for regeneration between 2012 and 2015, identified five priorities for business enterprise and growth including “Welcoming Visitors”.

South Downs Local Plan Objective 5 Objective 5: To protect and provide opportunities for everyone to discover, enjoy, understand and value the National Park and its special qualities

South Downs Local Plan policy SD20 - SD20: Walking, Cycling and Equestrian Routes. The Authority will seek opportunities to reduce negative impacts from traffic, and to give priority to the safe movement of walkers and cyclists, including through planning decisions.

The South Downs National Park Sustainable Tourism Strategy 2015-2020 highlights that creating a welcoming environment for cyclists and walkers will encourage higher satisfaction levels, increased visitor spend and more frequent overnight stays, delivering economic benefit to the area. The SDNPA Cycling and Walking Strategy highlights the shortage of ‘family friendly’ paths that are suitable for inexperienced cyclists and vulnerable users who prefer traffic free, level, easily navigable trails with prepared surfaces (all weather) that are easily accessed. The Charleston path will aim to address this issue providing a connection to the planned A27 cycle route being delivered by Highways England in 2021/22.

In 2017 the Department for Transport (DfT) published its Cycling and Walking Investment Strategy (CWIS) setting out its ambitions to double cycling levels by 2025 and to significantly increase walking activity. Subsequently all highways authorities have begun to develop Local Cycling and Walking Infrastructure Plans to improve and create infrastructure for cycling and walking. The Charleston project contributes to this vision.

The recent (July 2020) DfT vision document for cycling and walking, Gear Change: A bold vision for cycling and walking expands further on the government’s ambitions for many millions more journeys to be made by bicycle.

Transport for the South East Strategy <https://transportforthesoutheast.org.uk/transport-strategy/> seeks to encourage active travel as part of sustainable growth for the region.

2.4. Need for intervention:

The site is accessed via a farm track which is collapsing and riddled with potholes and large cracks. Visitors frequently face punctures or drive into the ditch trying to navigate the access. There is significant visitor feedback to indicate that visitors are discouraged from repeat visits due to the poor quality of access and expensive repairs. As a single carriageway track, we are limited in our ability to grow the events and festivals programme which our new buildings allow.

The need for this work has been pressing for many years and we were unable to secure funding for a full upgrade of the road as part of our £7.6m Centenary Project redevelopment, although some remedial repairs were carried out alongside a widening of the road only at the point where it joins the entrance to the new car park at Charleston.

As visitor numbers to Charleston have grown since we reopened the work has become increasingly urgent and is a barrier to further growth. Therefore the access track surfacing and drainage must be improved to redress the current situation and improve the visitor experience.

Reviews from tripadvisor

The only reason that I cannot give 5 stars is the state of the road leading to it despite this well worth a visit

We didn't visit the house on this occasion just the gardens. Access along a rather bumpy road that is in need of repair to a large car park. Easy to park. Gardens still looking lovely with heavy crops of apples, pears and other fruit this year.

Only grumbles are about the access road, which is in a dreadful state....we felt that a four wheel drive vehicle was needed. Hopefully this will be addressed during the year.

We arrived at beautiful Charleston Farmhouse in the pouring rain...the track leading to the house and new galleries was almost impassable due to the pot holes and uneven surfaces..visually hindered by the rain, we hated this and questioned why the road was in such a bad state....

2.5. Sources of funding:

- Getting Building Fund £89,323
- Benefit in Kind provided by Firlie Estate (landowner) – project management support estimated value of £10,000.

This will deliver repairs and re-surfacing and improved drainage to the worst stretches of the existing access track

We are seeking additional funding (from CIL and other potential funding sources) to deliver a larger project with additional outputs including improvements to the full length of the road, including increasing passing places, improving drainage and creation of a cycle path along the access road.

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

Continued restriction on growth at Charleston, leading to decline in the visitor economy.

Charleston is currently restricted in further developing our events and festivals programme, reducing income to the wider area from higher spending visitors.

Delay in the work would result in significantly increased costs if work cannot take place until Charleston is open to the public as we will then need to provide an alternative visitor route alongside the works.

Prolonged delay will mean that over winter and in future years the road will degrade further, resulting in increased costs, risk of complete loss of access requiring emergency repairs, further impact on visitor numbers and increased timescales for recovery in the current economic climate. Ultimately this will lead to an adverse impact on employment at Charleston.

Delay opportunity to secure additional funding to deliver the larger scale project which includes the provision of the cycle route into the site.

[Lack of adequate cycle route provision limits sustainable active transport options – subject to additional funding]

2.7. Objectives of intervention:

Project Objectives

Objective 1: Improve access to Charleston

Objective 2: Growth in visitor economy, secure income at Charleston

Objective 3: **Subject to further funding** - link to existing and planned cycle infrastructure and widen access to SDNP

Problems or opportunities the project is seeking to address

Opportunity: Improve visitor experience at Charleston to boost local economy

Opportunity: Ability to drive repeat visits to Charleston

Opportunity: Ability to grow festivals & events business at Charleston

Problem: Current road is in very poor state – cited as a disincentive for repeat visits to Charleston regularly in visitor feedback – see TripAdvisor reviews copied above.

Problem: limited cycle access to SDNP in this area

Constraints:

Financial – existing confirmed funding will provide a smaller intervention to improve the road. Additional funding is now being sought to deliver improved outputs and outcomes.

Timing – work must be delivered during closure period of Charleston up to end of March 2021

Business – COVID will have an ongoing impact on visitor numbers in 2021 which may reduce visitor growth in the short to medium term.

2.8. Scheme dependencies:

Business restrictions caused by COVID 19 may mean that long term visitor growth is affected regardless of the benefit provided by improved access.

2.9. Expected benefits:

Improvement in visitor experience at Charleston

Growth in repeat attendance at Charleston to be identified and tracked from post visit feedback information

Reduction of 100% in negative visitor feedback about access and vehicle damage.

Secure 3 posts in events and visitor services

Future potential to introduce sustainable transport to Charleston and the SDNP via a regular minibus as the track is currently not suitable (subject to future funding of such a service).

2.10. Key risks:

Delay in appointing contractors

We aim to complete the work during the period Charleston is closed to the public and when few staff are on site. If we cannot complete the project in this time, then there may be a delay to reopening or additional costs to provide an alternative access route.

IMPACT High

LIKELIHOOD Medium

Mitigation Work with project managers to carry out rapid procurement and ensure availability of appointed contractors for preferred dates. Develop work programme which prioritises work which closes road completely within the closure period.

COVID 19 impact on local area

Further local lockdown may delay start of work on site and affect contractor's ability to provide sufficient staff.

IMPACT High

LIKELIHOOD Medium (East Sussex still relatively low levels of infection)

Mitigation – agree COVID contingency plans with contractor.

Available funding does not result in complete repair of road

We are seeking additional funding to allow a larger scale project, but also devising a plan to make use of available funds to deliver as much improvement as possible.

Detailed drawings of repairs required are not yet finalised and may identify that additional investment is essential.

IMPACT High

LIKELIHOOD Medium

Mitigation – we continue to work to identify additional funding to ensure the highest level of outputs. We will work with contractors to prioritise the improvements along the worst stretches of the access road.

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.

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:

1. Do Nothing – each winter the road gets worse and previous fixes have not resolved the underlying drainage issues which wash away the subsurface and lead to the breaking of the surface. There is a risk that in the short to medium term the road will become impassable, resulting in immediate closure of Charleston and need for emergency works.
2. Continue to undertake minor repairs – as above – this is not cost effective; repairs are quickly washed away due to the lack of proper drainage.
3. **Small project – using £89k available funding – this will repair the surface and allow improvement works to drainage.**
4. Larger project – seeking additional match funding – this will allow full repair of the road and provision of adequate drainage and creation of a cycle route but requires additional funding which may not be secured in time.

Stakeholder Engagement

In assessing the preferred option for the project we have undertaken discussion with the following stakeholders and local residents

- South Downs National Park - have expressed support for the scheme as it meets a number of strategic aims within the local plan. SDNP have included the project in a bid to Highways England (initial response to EoI expected October 20)
- East Sussex County Council – as above – the project meets a number of strategic aims and will boost tourism in the region
- Firlie Estate – the landowner is providing valuable project management support and advising on options for delivering the expected benefits. Letter of support included.

- Local businesses including Tilton House (holiday lettings), Hunter Gather Cook are also affected by the very poor access road and have reported regular adverse comments by their visitors.

Planning and Building Regulations Consents

We have received confirmation from the landowner of the following

- As repair and rebuild of the existing track it will not require any further planning permission.
- As the track is wholly private with no Highway or other statutory right of way issues there are no further building regulations or road specification requirements.

3.2. Preferred option:

With the confirmed funding available our preferred option is

Option 3 deliver a smaller project to repair the surface and allow some improvement works to drainage

We will continue to seek further funding to enhance the project to Option 4

3.3. Assessment approach:

As scheme value less than £2m this is not applicable

3.4. Economic appraisal inputs:

3.5. Sensitivity tests:

As scheme is less than £2m, this is not applicable

The project is intended to maximise the use of the funding to deliver the maximum output of repaired road. Given the short timescale of the project and fixed funding envelope no further sensitivity tests have been carried out.

3.6. Environmental impacts:

Environmental Impact	Assessment
Noise	Moderate – site is remote from roads and other buildings
Air Quality	Moderate – limited duration during resurfacing works, no visitors and few staff onsite while work is carried out

Environmental Impact	Assessment
Greenhouse Gases	Moderate – during resurfacing work
Landscape	Improves existing road, does not significantly increase footprint
Townscape	N/a
Heritage	Improves access to cultural heritage
Biodiversity	N/a
Water Environment	N/a

3.7. Social impacts:

Social Impact	Assessment
Accidents	N/a
Physical Activity	N/a - potential to enhance cycling access to SDNP if funding secured for cycle path
Security	N/a
Severance	N/a
Journey Quality	Improved – potential to enhance cycling access to SDNP if funding secured for cycle path
Option values and non-use values	
Accessibility	Better surface on the access road and potentially smoother journey
Personal Affordability	N/a

3.8. Distributional impacts:

As scheme is less than £2m, this is not applicable

3.9. Wider impacts:

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

As scheme is less than £2m, this is not applicable

3.10. Value for money:

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

As scheme is less than £2m, this is not applicable, but we estimate that that if monetised economic appraisal had been undertaken, the scheme would represent high value for money.

The project will encourage:

- Growth in repeat visits to Charleston Trust
- Improved access to Charleston for busy events and festivals
- Improved access for groups travelling by coach
- Potential for Charleston to launch a seasonal mini bus service linking to local rail links.

The Association for Independent Museums suggests that visitors from outside the area who stay overnight spend on average between £50 and £60 per head elsewhere in the regions and this group makes up over 25% of our visitors currently.

Visitors not staying overnight are estimated to spend between £23 and £28 per head within the region.

Based on an average spend of these two groups of £45 per head an increase in visitor numbers of 2000 in one year would represent the replacement of the funding amount and over 3 years the project would return three times the investment in increased economic impact.

Between 2018 and 2019 visitor numbers at Charleston increased by over 8000.

The impact of COVID 19 means that visitor numbers will be affected in the coming year but within the next two years we expect to capitalise on UK domestic tourism growth and continue to develop our events programme to boost visitor numbers. The state of the road is integral to our message that Charleston is open for business and accessible.

4. COMMERCIAL CASE

4.1. Procurement options:

1. Firle Estate team will lead on procurement - managing a competitive tender process, appointing contractors, and agreeing contract terms. The Estate Management team have experience in managing construction projects, but Charleston Trustees will have responsibility to the funders and will require agreement of specific outcomes.
2. Charleston will lead on procurement - managing a competitive tender process, appointing contractors and agreeing contract terms. This will be challenging while most of our team remain on furlough and without specialist expertise available in house.
3. Firle and Charleston will jointly manage the procurement process, using the Estate team expertise in conjunction with input from Charleston Trustees on the best way to deliver outcomes for our visitors. SDNP will also provide input as required on design and materials in keeping with the local environment.

4.2. Preferred procurement and contracting strategy:

Option 3 – working in partnership with Firle Estate and SDNP

The Firle Estate, as landowner, will act as project manager and manage the procurement and contracting with direct involvement of Charleston Trustees who will approve contract terms and agreed outputs.

The project will be beneath OJEU limits and we will seek recommendations for experienced contractors from local partners and carry out a competitive tender process.

4.3. Procurement experience:

We will be advised by the Firle Estate's Estate management team, who will provide project support and lead on the tender process.

4.4. Competition issues:

There are no competition issues

4.5. Human resources issues:

N/a

4.6. Risks and mitigation:

These will be determined following agreement with the Firle Estate on the scope of the project and procurement options.

4.7. Maximising social value:

TBC

5. FINANCIAL CASE

5.1. Total project value and funding sources:

£89,323 (Getting Building Fund)

£10,000 (estimated benefit in kind of project management provided by Firle Estate)

Potential to increase project value if match funding is secured (from CIL or Highways England funding via South Downs National Park/ESCC or private sources) to deliver larger project.

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

GBF

5.3. Costs by type:

Cost type	Expenditure Forecast				
	17/18 £000	18/19 £000	19/20 £000	20/21 £000	Etc.
Capital					
Preparatory works				10,000	
Resurfacing works				50,000	
Drainage works				29,323	
Non-capital				10,000	
Design costs and project management					
QRA (N/A)				-	
Monitoring and Evaluation					
Total funding requirement				99,323	
Inflation (%) (N/A – see below)					

Any costs incurred in developing the project to this stage (sunk costs) are not included in the project value. GBF funding will be applied in full to delivery of project outcomes.

Given the short timescale for delivery of the project intended to be fully delivered within 2020/21 we have not included any uplift for inflation.

5.4. Quantitative risk assessment (QRA):

The scope of the project will be fitted to the available funding ensuring that funds are used in full to deliver improvements to the worst sections of access road.

Project managers have confirmed that available funding will be sufficient to deliver the planned outputs.

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

Funding source	Expenditure Forecast					
	17/18 £000	18/19 £000	19/20 £000	20/21 £000	21/22 £000	22/23 £000
SELEP GBF - confirmed				89,323		
Capital source 2...						
Benefit in kind from Firle Estate				10,000		
Non-capital source 2...						
Total funding requirement				99,323		

5.6. Funding commitment:

Separate letter provided by East Sussex County Council S151 officer.

5.7. Risk and constraints:

Detailed drawings have not yet been delivered by the engineers, risk that a project delivering the required outcomes cannot be delivered within the available funding envelope.

Mitigation – the project manager is confident that the available funds can be utilised to deliver improvements to the worst sections of road and additional work can easily be added if more funding is secured.

VAT recovery – we are taking advice to ensure that we can maximise the recovery of VAT in the project and reduce the cost of irrecoverable VAT. Charleston is partially exempt and currently recovers VAT at an average rate of around 50%. Risk that irrecoverable VAT is added to the project cost resulting in reduced funds available for project delivery.

Mitigation – this will be built into the project costs and work targeted to deliver maximum impact.

Delay in appointing contractors results in delay to start of work. Project is still expected to be delivered before March 2021 so additional costs for inflation or delay have not been added.

COVID affecting either contractor or decision-making staff results in delays to work onsite

We have not included any optimism bias or contingency as the project scope will be tailored to fit the available funds and we are planning to deliver the project in full before end of March 2021.

Funding risk – risk that GBF funds are not confirmed. The business case is drafted with the key assumption that no further funds are available beyond the offered £89323 GBF award, reducing the risk that we are unable to deliver any benefits.



We are in the process of applying for funds from Lewes CIL, Highways England (via ESCC), SDNPA CIL and our applications are in progress which would allow a larger intervention to improve the road surface.

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:

A governance structure will be set up to manage the project. This will include support from a dedicated sub committee of Charleston's Board of Trustees with significant experience of capital projects and representatives from the Firle Estate Management Team with involvement of SDNP representatives as required.

Project sponsor (for Charleston) Louise Zandstra
Senior Responsible Officer Nathaniel Hepburn

6.2. Approvals and escalation procedures:

The scope of the project will be jointly agreed between the Firle Estate and Charleston Trust and a committee including representatives from both will agree the appointment of a contractor.

The committee will meet regularly to review progress and will deal with any problems.

At the end of the project a maintenance agreement will be agreed between the Firle Estate and Charleston.

6.3. Contract management:

The Firle Estate will act as project manager to lead on delivery and ensure that the project meets its projected timetable.

6.4. Key stakeholders:

SELEP – GBF funders
Firle Estate – Landowners
East Sussex County Council
South Downs National Park – Charleston sits within their local area plan

We have secured confirmation of project support from our landowner and project manager, Firle Estate, we also have confirmation of support from East Sussex County Council and South Downs National Park.

Tilton Cottages (holiday home accessed via our road) are also adversely affected by the state of the track and have experienced complaints from visitors and support the improvement works.

6.5. Equality Impact:

An EqIA will be developed as part of the design and delivery of the project

6.6. Risk management strategy:

A detailed risk register will be developed in detail when the scope of works is agreed, and a contractor appointed. The project managers and committee will agree what mitigation is possible

Initial identified risks are

Completed drawings indicate minimum project costs are higher than available funding

Mitigate by developing prioritised approach to works to deliver maximum impact within available funding. Continue to seek additional funding.

Delay in appointing contractors leads to work unable to be completed by 31 March 2021

Mitigate by ensuring committee is ready to proceed with appointment as soon as funding is confirmed

Risk of COVID 19 lockdown causing delays in delivery of project

Mitigate by working with project managers and contractors to agree contingency plans and phasing of works to ensure most disruptive work happens

6.7. Work programme:

Detailed programme TBC – outline programme comprises
 August 2020 – engineers have surveyed site in order to develop drawings
 October 2020 – Estate Management Team to agree scope of project and commence tender process
 November 2020 – contractor appointed and start date agreed
 End of March 2021 – works completed

6.8. Previous project experience:

The Charleston Trust previously delivered a £7.6m Capital project involving the restoration of existing barns and creation of new gallery spaces. The project was successfully completed in 2018 and involved multiple funding sources, including Coast to Capital Local Growth Fund and SELEP Growing places Fund monies.

The Firle Estate management team leads on the day to day management of the Firle Estate and is led by a qualified Estate Manager from Savills.

6.9. Monitoring and Evaluation and Benefits Realisation

6.9.1 Logic Map

Objectives	Inputs	Outputs	Outcomes	Impacts
<p>Improve access road to Charleston</p> <p>Support growth in the visitor economy</p> <p>Improve visitor experience and encourage repeat visits.</p>	<p>Grant Spend GBF £.089m</p> <p>Benefit in Kind £.01m project management support by landowner</p> <p>[Matched Contributions Spend £.211m – subject to confirmation]</p>	<p>Completed length of resurfaced road 1km</p> <p>Completed length of road with reduced likelihood of flooding due to improved drainage 1km</p> <p>Completed length of new cycle ways 1km (subject to additional funding)</p>	<p>Short to Medium Term</p> <p>Growth in repeat attendance at Charleston to be determined via visitor feedback records.</p> <p>Reduction of 100% in negative visitor feedback about access and vehicle damage.</p> <p>Secure 3 posts in events and visitor services</p> <p>Enable sustainable transport to Charleston, neighbouring businesses and the SDNP via regular minibus, subject to future fundraising – track currently not suitable.</p> <p>Longer term</p> <p>Improved road safety</p> <p>Increased benefit to business of growth in repeat visitors</p>	<p>Investment of £89k in this road improvement project would deliver an immediate Return of Investment of 367% through the economic impact of Charleston’s visitors to the local area (economic impact of £1.6 million in 2019).</p>

			Link to planned Lewes to Eastbourne cycle route in 2022 (subject to match funding)	
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7. DECLARATIONS

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

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

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

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

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

I understand that if I give information that is incorrect or incomplete, funding may be withheld or reclaimed and action taken against me. I declare that the information I have given on this form is correct and complete. Any expenditure defrayed in advance of project approval is at risk of not being reimbursed and all spend of Local Growth Fund must be compliant with the Grant Conditions.

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

<i>Signature of applicant</i>	
<i>Print full name</i>	<i>Nathaniel Hepburn</i>
<i>Designation</i>	<i>Chief Executive, Charleston Trust</i>

8. APPENDIX A - FUNDING COMMITMENT

Draft S151 Officer Letter to support Business Case submission

Dear Colleague

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

- The information presented in this Business Case is accurate and correct as at the time of writing.*
- The funding has been identified to deliver the project and project benefits, as specified within the Business Case. Where sufficient funding has not been identified to deliver the project, this risk has been identified within the Business Case and brought to the attention of the SELEP Secretariat through the SELEP quarterly reporting process.*
- The risk assessment included in the project Business Case identifies all substantial project risks known at the time of Business Case submission.*
- The delivery body has considered the public-sector equality duty and has had regard to the requirements under s.149 of the Equality Act 2010 throughout their decision-making process. This should include the development of an Equality Impact Assessment which will remain as a live document through the projects development and delivery stages.*
- The delivery body has access to the skills, expertise and resource to support the delivery of the project*
- Adequate revenue budget has been or will be allocated to support the post scheme completion monitoring and benefit realisation reporting*
- The project will be delivered under the conditions in the signed LGF Service Level Agreement or other grant 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
Desired impact cannot be delivered within confirmed funding	Outputs and outcomes unable to be delivered	Charleston Trust	Firle Estate	MEDIUM 4	HIGH 4	16	Prioritise works to deliver most impact for available funds Continue to seek further funding.	Reduced impact to 2 – residual score 8
Delays in appointing contractor result in work not being completed before Charleston reopens	Costs of project increased due to need to provide alternative access for staff and public. loss of income if reopening is delayed	Charleston Trust	Firle Estate	MEDIUM 3	HIGH 5	15	Prioritise works to ensure work requiring full closure of road is delivered first.	Reduced impact to 3 – residual score 9

Delays to project due to COVID 19	Local lockdown may affect availability of staff for contractor, project manager or project leads leading to delays in decision making or work	Charleston Trust	Firle Estate	MEDIUM 3	HIGH 4	12	Establish project committee with back up for key decision makers Agree COVID contingency plans with contractors Establish regular online meetings to ensure project management continues if lockdown occurs.	Reduced impact to 2 – residual score 6

* 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.

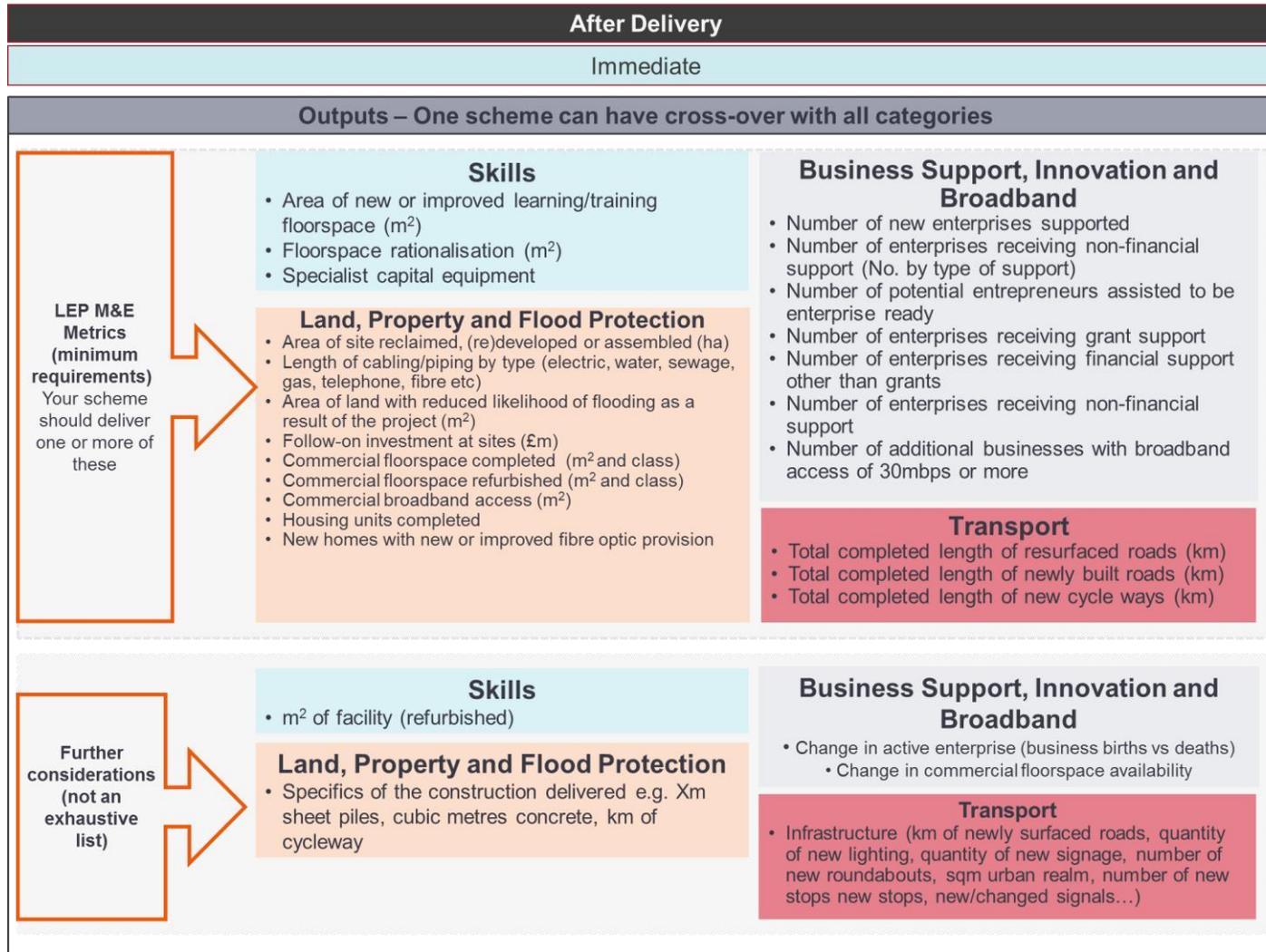
** Impact scale: Very Low (1) likely that impact could be resolved within 2 days; Low (2) potential for a few days' delay; Medium (3) potential for significant delay; High (4) potential for many weeks' delay; Very High (5) potential for many months' delay

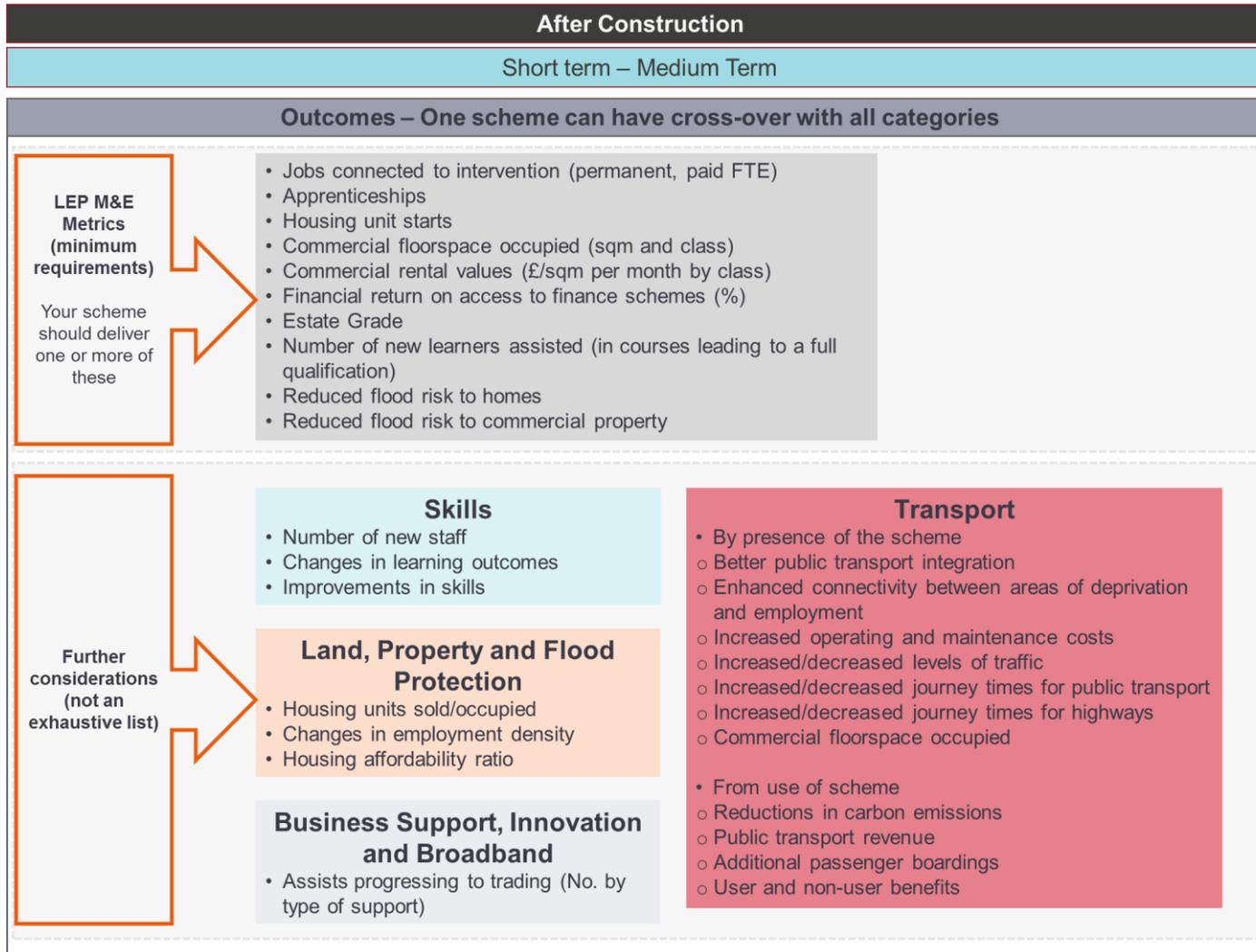
Please note, not all sections of the table may require completion.

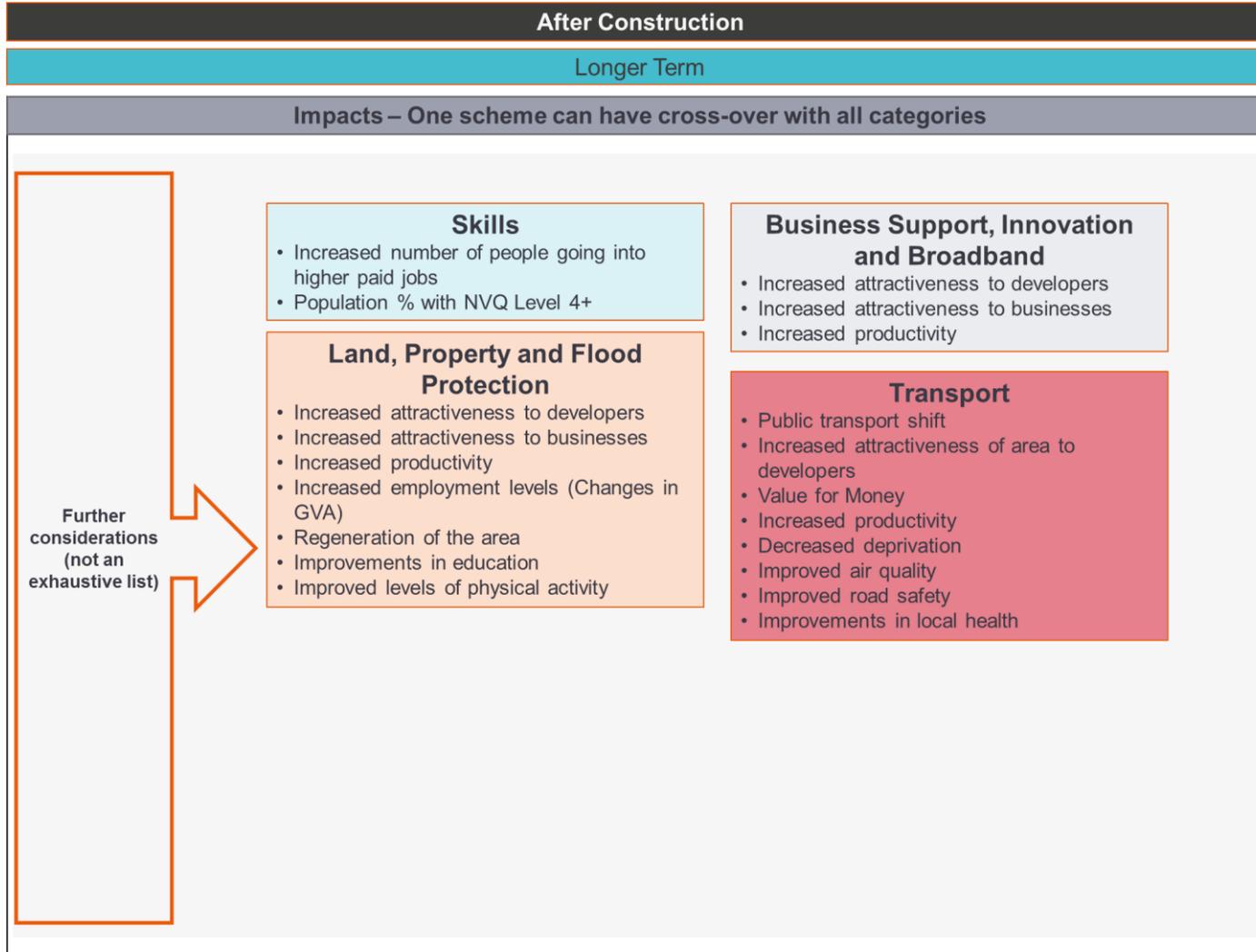
10. APPENDIX C – GANTT CHART

Tasks	Start date	Finish date	2020						2018				
			Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Etc.
Design													
Procurement													
Appointment of contractors													
Work commences onsite													

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









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

MONITORING AND EVALUATION PLAN

PURPOSE

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

A NOTE ON COSTS

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

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

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



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



PROPORTIONATE APPROACH TO COMPLETING THE REPORT

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

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

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

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

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



ACCESSING CHARLESTON

This Monitoring and Evaluation Plan provides the details of the inputs, outputs, outcomes and impacts of the **Accessing Charleston** Scheme how they will be measured, and the costs associated with this for the Baseline Report and One Year After Opening Report and Five/Three Years After Opening Report.

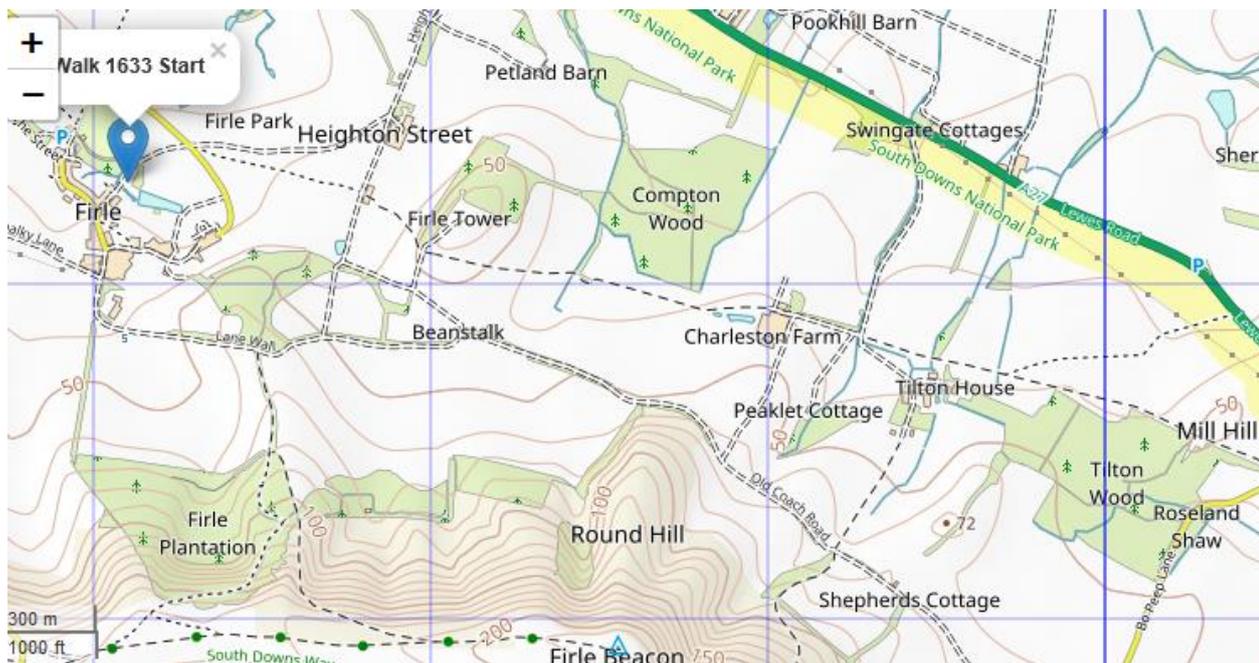
The objectives of the scheme are:

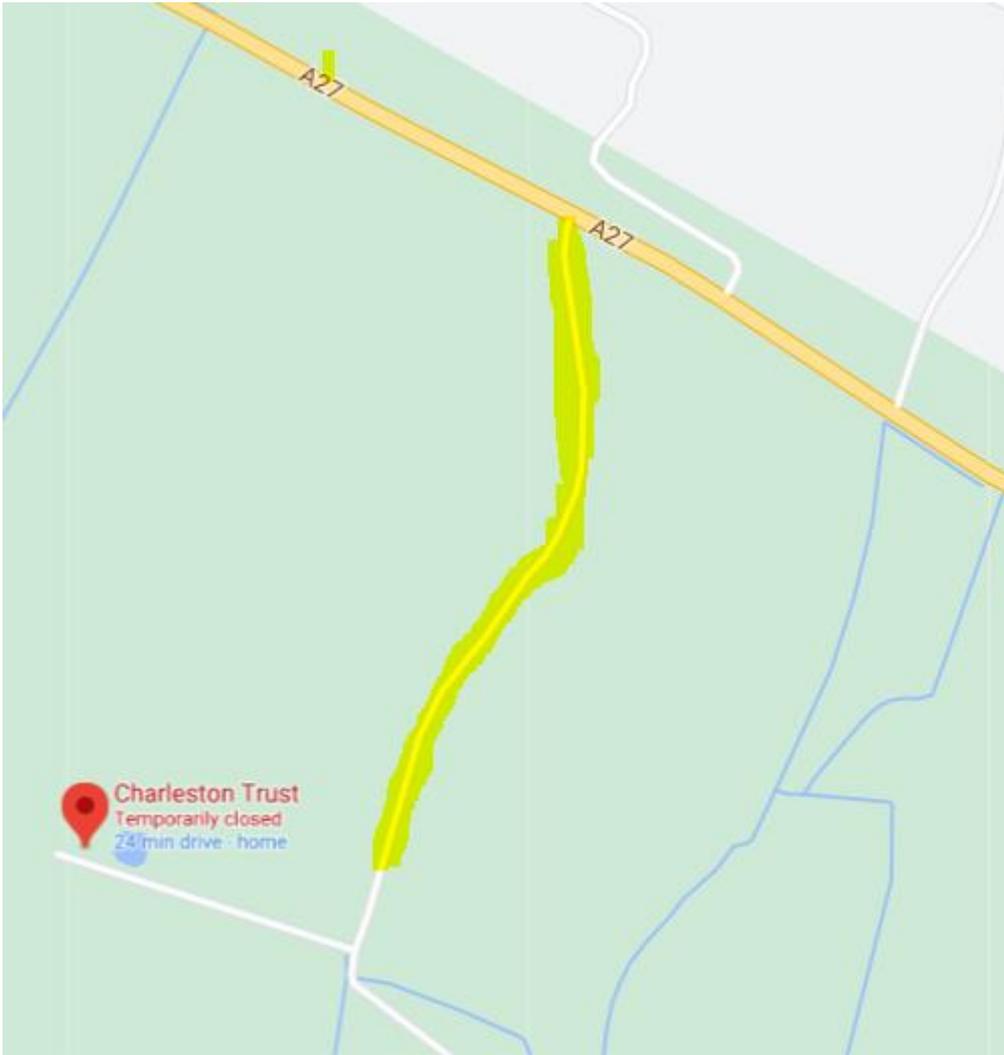
Objective 1: Improve access to Charleston

Objective 2: Growth in visitor economy, secure income at Charleston

Objective 3: Subject to further funding -- link to existing cycle infrastructure and widen access to SDNP

The geography of the scheme is shown in the map below





INPUTS

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

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

ID	Input Description	Source of Value	Monitoring Approach	Frequency of Tracking	Source	2020/21				2021/22				[FY1/FY2]			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IN1	Grant Spend £.089m	Planned			Planned/ Forecasted Spend Profile			.02	.069								
IN2	Benefit in kind	Planned / Forecast			Planned/ Forecasted Spend Profile			.01									
IN3	Leveraged Funding	Planned / Forecast			Planned/ Forecasted Spend Profile												

INPUT 4: PROJECT DELIVERY AND MILESTONS

- Please complete the table of planned Key Milestones

Milestone	Planned Date of Delivery
Start of project (start spending LGF or match funding)	November 2020
Public Consultation	
Detailed Design	October 2020
Full Planning Permission Granted	N/A
Site Mobilisation Works Commence	February 2021
Project Completion / Site Opening	31 March 2021

INPUT 5: RISK MITIGATION

Please note any anticipated risks and mitigation

Desired impact cannot be delivered within confirmed funding	Prioritise works to deliver most impact for available funds Continue to seek further funding.
Delays in appointing contractor result in work not being completed before Charleston reopens	Prioritise works to ensure work requiring full closure of road is delivered first.
Delays to project due to COVID 19	Establish project committee with back up for key decision makers Agree COVID contingency plans with contractors

	Establish regular online meetings to ensure project management continues if lockdown occurs.
--	--

OUTPUTS

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



ID	Output Description	
OP1	1km road resurfaced	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value: access road surface improved
		Source of Value:
		Future Monitoring Approach: Inspection
		Frequency of tracking: Once after opening for One Year After Report
		Costs Allocated to Monitoring: N/a
		Details: Proposed Method of Collecting Baseline Information
		Approach for Collection: N/a

COMPLETE AND REPEAT FOR ALL OUTPUTS

ID	Output Description	
OP2	Completed length of road with reduced likelihood of flooding due to improved drainage 1km	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value: access road drainage improved
		Source of Value:
		Future Monitoring Approach: Inspection
		Frequency of tracking: Once after opening for One Year After Report
Costs Allocated to Monitoring: N/a		
Details: Proposed Method of Collecting Baseline Information		
Approach for Collection:		
Costs Allocated:		

OUTCOMES

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



EXAMPLE		
ID	Output Description	
OC1	Jobs connected to the intervention	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value: Jobs from construction TBC, secure 3 jobs at Charleston Trust in events and visitor services.
		Source of Value:
		Future Monitoring Approach: Construction jobs from contractor's data. FTEs from Charleston 1 year after completion
		Frequency of tracking: Once after opening for One Year After Report
		Costs Allocated to Monitoring: N/a
		Details: Proposed Method of Collecting Baseline Information
		Approach for Collection:
		Costs Allocated:



ID	Output Description	
OC2	Improved visitor experience and increased number of repeat visits	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		<p>Value:</p> <p>Source of Value: Charleston visitor feedback surveys</p> <p>Future Monitoring Approach: Once after opening for One Year After Report</p> <p>Frequency of tracking: Once after opening for One Year After Report</p> <p>Costs Allocated to Monitoring: N/a</p>
		Details: Proposed Method of Collecting Baseline Information
		<p>Approach for Collection:</p> <p>Costs Allocated:</p>

IMPACTS

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

EXAMPLE		
ID	Output Description	
IM1	N/A	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value:
		Source of Value:
		Future Monitoring Approach:
		Frequency of tracking: Annually
		Costs Allocated to Monitoring:
		Details: Proposed Method of Collecting Baseline Information
		Approach for Collection:
		Costs Allocated:

ID	Output Description	
IM1		Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value:
		Source of Value:
		Future Monitoring Approach:
		Frequency of tracking:
		Costs Allocated to Monitoring:
Details: Proposed Method of Collecting Baseline Information		
Approach for Collection:		
Costs Allocated:		

...IM2, IM3, IM4 etc



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BASELINE REPORT

PURPOSE

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



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



PROPORTIONATE APPROACH TO COMPLETING THE REPORT

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

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

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

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

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

ACCESSING CHARLESTON

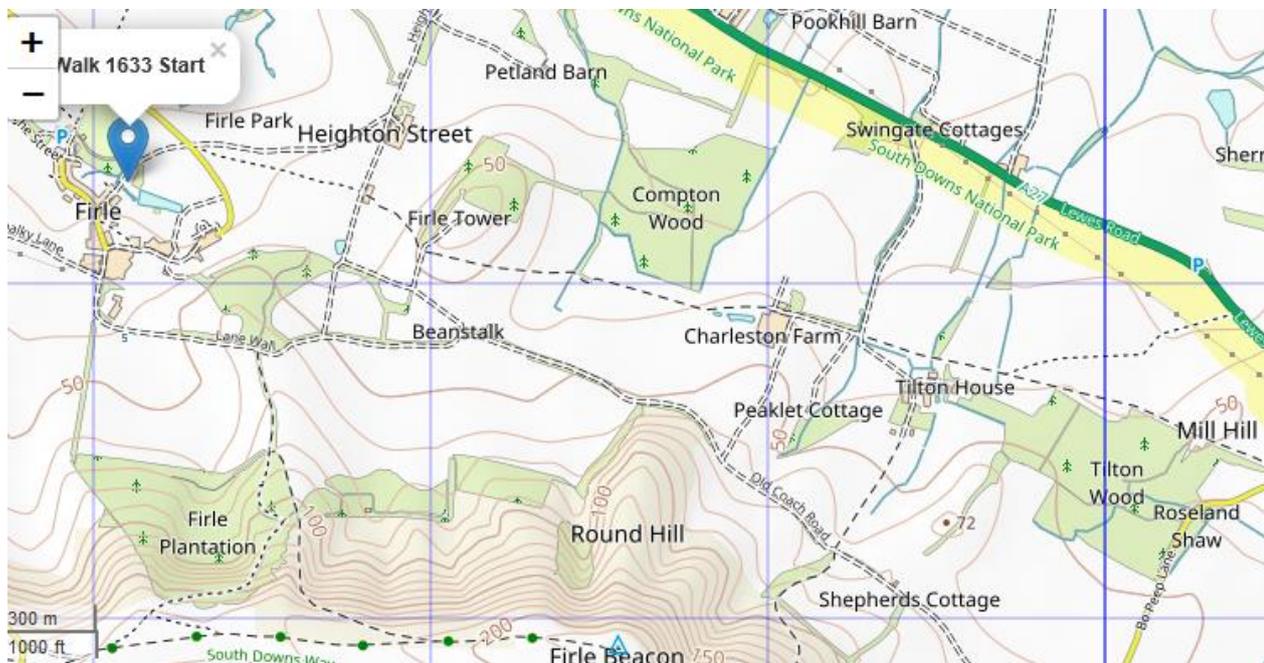
This Baseline Report provides the details of the inputs, outputs, outcomes and impacts of the Accessing Charleston from the period October 20 to March 21 before the scheme is constructed/delivered.

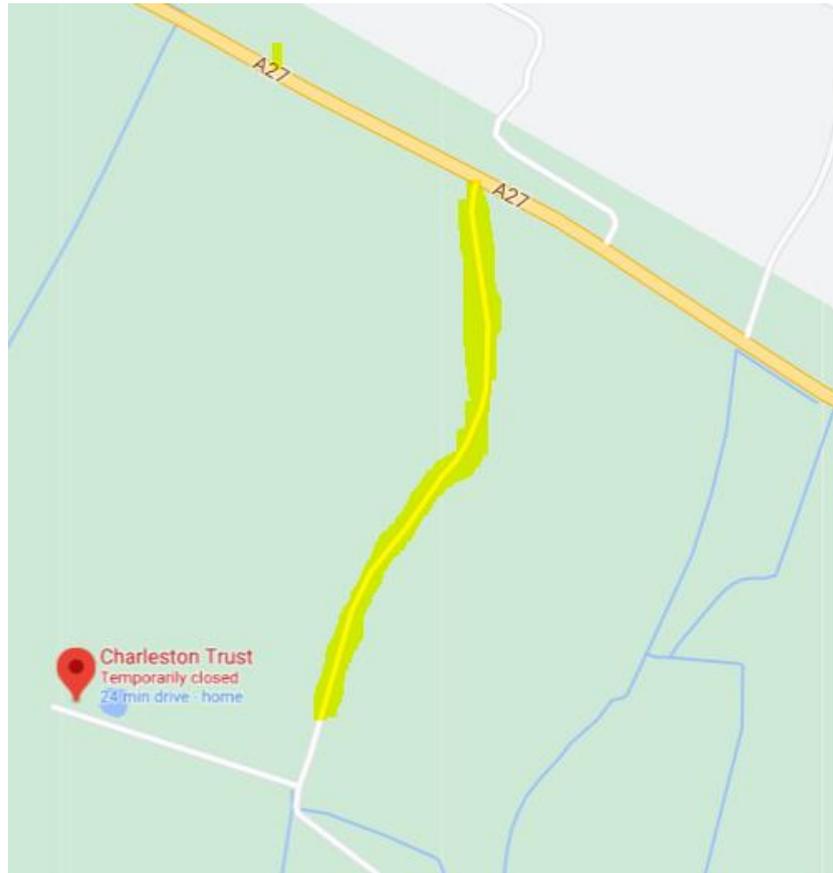
Objective 1: Improve access to Charleston

Objective 2: Growth in visitor economy, secure income at Charleston

Objective 3: Subject to further funding -- link to existing cycle infrastructure and widen access to SDNP

The geography of the scheme is shown in the map below





INPUTS

This section requires the scheme promoter to provide information about Scheme Spend, Project Delivery, Project Risk and Project Changes. These are referenced against the information provided in the Monitoring and Evaluation Plan.

- Update the table to include actual Financial Years in the period before opening.
- Monetary values should exclude inflation (nominal values) to easily compare forecast and actual values.
- *Note – you may need to extend this table if the funding occurs in a period more than 3 years before your scheme opening date.*
- Only the values for spend and leveraged funding will go into the BRP.

ID	Input Description	Source of Value	Monitoring Approach	Frequency of Tracking	Source	Year 1 Before Opening [FY1/FY2]				Year 2 Before Opening [FY1/FY2]				Year 3 Before Opening [FY1/FY2]			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IN1	Grant Spend £.089m	Planned			Planned/ Forecasted Spend Profile			.02	.069								
IN2	Benefit in kind	Planned / Forecast			Planned/ Forecasted Spend Profile			.01									
IN3	Leveraged Funding	Planned / Forecast			Planned/ Forecasted Spend Profile												

INPUT 4: PROJECT DELIVERY AND MILESTONES

- Please complete the table of planned Key Milestones

Milestone	Planned Date of Delivery
Start of project (start spending LGF or match funding)	November 2020
Public Consultation	
Detailed Design	October 2020
Full Planning Permission Granted	N/A
Site Mobilisation Works Commence	February 2021
Project Completion / Site Opening	31 March 2021

INPUT 5: RISK MITIGATION

Desired impact cannot be delivered within confirmed funding	Prioritise works to deliver most impact for available funds Continue to seek further funding.
Delays in appointing contractor result in work not being completed before Charleston reopens	Prioritise works to ensure work requiring full closure of road is delivered first.
Delays to project due to COVID 19	Establish project committee with back up for key decision makers Agree COVID contingency plans with contractors Establish regular online meetings to ensure project management continues if lockdown occurs.

OUTPUTS

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



EXAMPLE							
ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OP1	1km road resurfaced	Baseline	Damaged and poor quality road surface		n/a		September 20
		Planned/ Anticipated	Improved surface	Through inspection	Once after opening for One Year After Report		March 2021

Details: Method of Collecting Baseline Information

Visual inspection

COMPLETE AND REPEAT FOR ALL OUTPUTS

ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OP1		Baseline					
		Planned/ Anticipated					
Details: Method of Collecting Baseline Information							

ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OP2	Completed length of road with reduced likelihood of flooding due to improved drainage 1km	Baseline	Drainage leads to frequent flooding and break up of the road subsurface	Visual inspection	n/a		September 20
		Planned/ Anticipated	Improved drainage resulting in more stable road surface	Visual inspection, visitor feedback	Once after opening for One Year After Report		March 2021
Details: Method of Collecting Baseline Information							

...OP3, OP4 etc

OUTCOMES

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



ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OC1	Jobs connected to the intervention	Baseline			n/a		2020
		Planned / Anticipated	Jobs from construction TBC, secure 3 jobs at Charleston Trust in events and visitor services.	Construction jobs from contractor's data. FTEs from Charleston 1 year after completion	Once after opening		After opening
Details: Method of Collecting Baseline Information							



	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OC2	Improved visitor experience and increased number of repeat visits	Baseline	Frequent feedback that access road is a barrier to repeat visits and comments on Tripadvisor				September 2020
		Planned/ Anticipated	Complete reduction in complaints about access road and damage to cars	Charleston visitor feedback surveys and tripadvisor reviews	Once after opening for One Year After Report		March 2021
Details: Method of Collecting Baseline Information							

...OC3, OC4 etc

IMPACTS

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

EXAMPLE							
ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
IM1							
Details: Method of Collecting Baseline Information							



COMPLETE AND REPEAT FOR ALL IMPACTS

	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
IM1		Baseline					
		Planned/ Anticipated					

Details: Method of Collecting Baseline Information

	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
IM2		Baseline					
		Planned/ Anticipated					

Details: Method of Collecting Baseline Information

...IM3, IM4 etc



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13. APPENDIX F – CATEGORIES OF EXEMPT INFORMATION

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

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

(a) it falls within any of paragraphs 1 to 7 below; and

(b) in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

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