

The template

This document provides the business case template for projects seeking funding which is made available through the **South East Local Enterprise Partnership**. It is therefore designed to satisfy all SELEP governance processes, approvals by the Strategic Board, the Accountability Board and also the early requirements of the Independent Technical Evaluation process where applied.

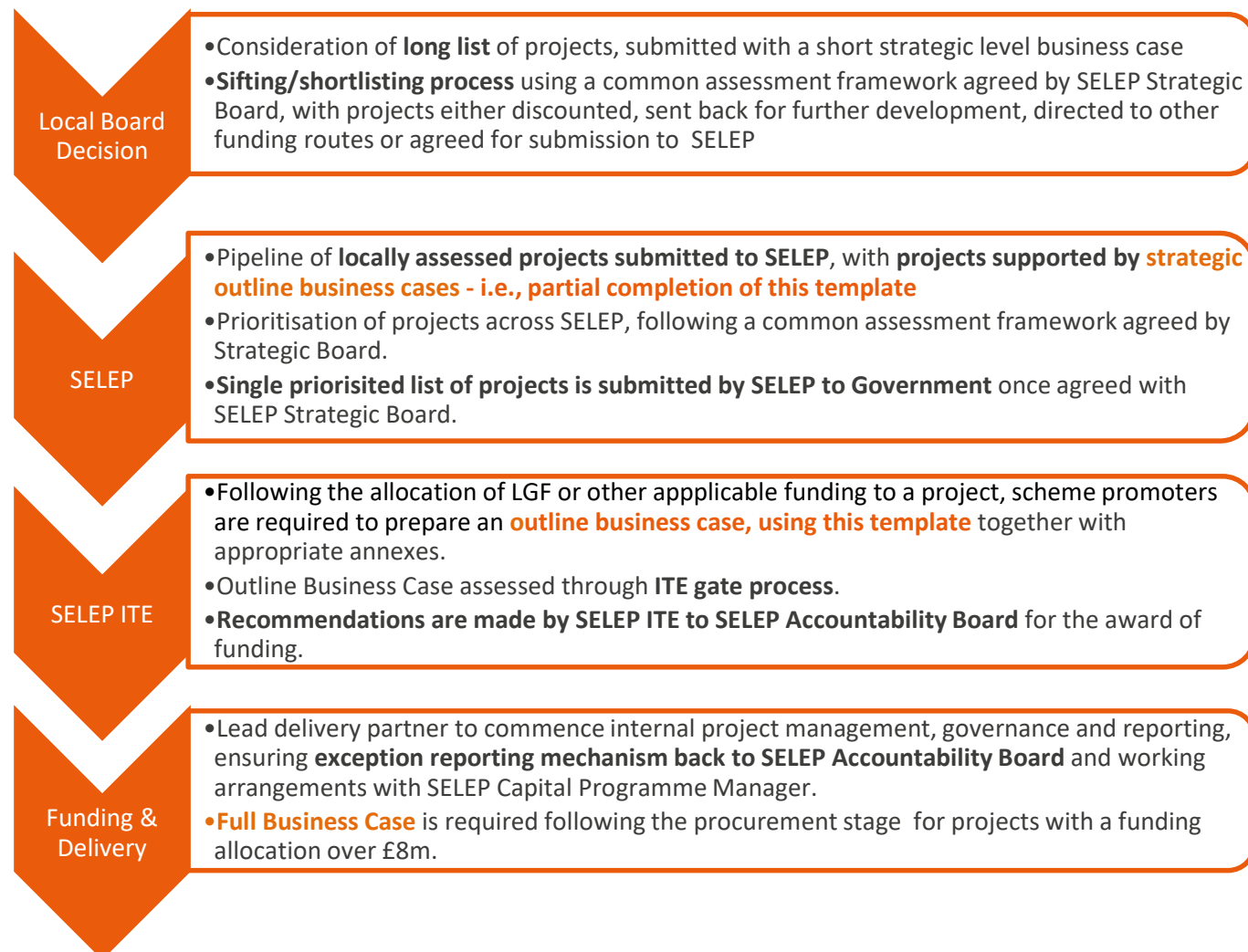
It is also designed to be applicable across all funding streams made available by Government through SELEP. It should be filled in by the scheme promoter – defined as the final beneficiary of funding. In most cases, this is the local authority; but in some cases the local authority acts as Accountable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

Please note that this template should be completed in accordance with the guidelines laid down in the HM Treasury's Green Book. <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>

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

The standard 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



Note – this does not illustrate background work undertaken locally, such as evidence base development, baselining and local management of the project pool and reflects the working reality of submitting funding bids to Government. In the form that follows:

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1. PROJECT OVERVIEW

1.1. **Project name:**
Harlow Library

1.2. **Project type:**
Skills

1.3. **Federated Board Area:**
Essex

1.4. **Lead County Council / Unitary Authority:**
Essex County Council

1.5. **Development location:**
Harlow Library, The High, Harlow, CM20 1HA

1.6. **Project Summary:**
The scheme will see the relocation of Adult Community Learning (ACL) from its current sub-optimal site into a refurbished Harlow Library, creating a modern centre in the heart of the town centre. Harlow Library occupies a prime site in the heart of the town centre – the building is oversized and under occupied, providing a significant opportunity for redevelopment into a modern skill and learning hub for the district.

Through development of new visible facilities and alignment with the courses offered by Harlow College and requirements of businesses it is envisaged that the skills levels of residents can be enhanced through courses offering training and skills required by the expanding and relocating employers to Harlow such as Public Health England (PHE) and Princess Alexandra Hospital (PAH).

The scheme will also facilitate the initial feasibility of delivery of development on the current ACL site furthering the ongoing estate regeneration programme and accelerating the transformation of Harlow.

1.7. **Delivery partners:**

Partner	Nature of involvement (financial, operational etc.)
Essex County Council	ECC is the lead applicant and is resourced to oversee the delivery of the project and to take forward the outputs of the feasibility study of the vacated ACL site.
Mitie	Delivery Partner and will undertake the refurbishment of the library and relocation of the ACL site.
Essex Housing	Essex Housing will commission the feasibility of the housing development opportunity

1.8. **Promoting Body:**
Essex County Council

1.9. **Senior Responsible Owner (SRO):**
Mark Doran, Director of Sustainable Growth, Essex County Council

1.10. Total project value and funding sources:

Funding source	Amount (£)	Constraints, dependencies or risks and mitigation
Getting Building Fund	£977,000	Approval of business case at Accountability Board in November 20
ECC contribution	£166,261	Approval of business case in October 20
Total project value	£1,143,261	

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

Getting Building Fund - £977,000
Funding will not constitute State Aid

1.12. Exemptions:

No exemptions

1.13. Key dates:

High-level milestone	Expected Dates
Agreement of Expenditure	November 2020
Commencement of expenditure	April 2021
Delivery	April 2021 – February 2022

1.14. Project development stage:

Project development stages completed to date			
Task	Description	Outputs achieved	Timescale
Feasibility of ACL relocation to Harlow Library	Feasibility study and designs to reconfigure Harlow Library to incorporate the ACL service	<ul style="list-style-type: none"> Feasibility study complete Designs of new layout complete 	Completed February 2020
Project development stages to be completed			
Task	Description		Timescale
Refurbishment of Harlow Library	To reconfigure the existing Library to enable the relocation of ACL		April 2021 – October 2021
Relocation of ACL	To move service and existing furniture from current site into Harlow Library		October 2021 – November 2021
Initial Feasibility of vacated ACL Site	To commission feasibility study of current ACL site		January 2022 – February 2022

1.15. Proposed completion of outputs:

The overall project is due to complete delivery in February 2022.

2. STRATEGIC CASE

2.1. Scope / Scheme Description:

Significant investments are underway or proposed to deliver new housing, jobs, public services and business opportunities, across Harlow including the development of Harlow Gilston Garden Town, 16,000 new homes and 12,000 jobs planned by 2033, relocation of Public Health England and proposed redevelopment of Princess Alexandra Hospital – all of which will require access to appropriately skilled workers.

Harlow Library is a unique opportunity, being at the heart of the town centre, remodelling the space and relocating ACL provides an opportunity to increase access to and awareness of learning, to increase utilisation and respond to the identified need to provide a better-quality adult learning offer which will drive outcomes and access to opportunity for Harlow residents.

The current Adult Community Learning site is not very accessible and has little visibility with a few bus routes and limited parking. Latterly, attendance at ACL Harlow has been declining, in part due to the location and facilities which do not meet the skills and learning needs of residents or businesses. The number of enrolments has declined since 15/16 where there were 1902 enrolments and in 18/19 there were only 1362.

This site is an area suitable for residential housing and is bordered by garage blocks identified as a regeneration opportunity by the planning authority. By moving the current ACL site from its existing site will enable income generation as part of a desirable development opportunity of much needed high-quality housing.

Harlow residents working in Harlow currently earn £85 a week less than those commuting in. This is largely due to Harlow residents facing a skills deficit with at least 26% of adult residents having no qualifications. By moving ACL to the centre of Town we can make the skills offer more visible, accessible and convenient. By placing adult skills closer to existing college provision, we can better build an end-to-end skills offer from Further Education to adult learner.

The future aspiration for Harlow is to move the library and ACL into a new town centre location as part of the regeneration of Harlow Town Centre.

Diversification and attracting additional income to the library space is a stated aim of Essex County Council's Library services, hosting of the ACL provision within Harlow Library supports this strategic aim.

2.2. Logic Map

Inputs	Outputs	Outcomes	Impacts
<p><i>For all schemes:</i></p> <p>Take from section 1.10 / Financial Case</p> <p>Grant Spend £977,000 ECC Spend £166,261</p>	<p><i>For all schemes:</i></p> <p>Influenced by detail in section 3.2.</p> <p>Also refer to metrics output metrics within Appendix E</p> <ul style="list-style-type: none"> - 1800 enrolments in the academic year 2021/22 - 1,700 sqm refurbished/remodelled 	<p><i>Influenced by details in sections 2.1, 3.4, 3.5, 3.10</i></p> <p><i>For schemes of £2m of funding or less:</i></p> <ul style="list-style-type: none"> - Increased skills levels for Harlow residents 	<p><i>For schemes of £2m of funding or less:</i></p> <ul style="list-style-type: none"> - Reduced income inequality - Increased employment opportunities

Relocation of service delivery to central location	<ul style="list-style-type: none"> - Library Site and relocation of ACL - 20 Jobs for refurbishment/relocation 	<ul style="list-style-type: none"> - Productive use of surplus former ACL site - Increased footfall to the library (and therefore town centre) 	<ul style="list-style-type: none"> - from higher skills levels - Better support to economic growth in and round Harlow through creation of a more skilled workforce - A more vibrant town centre due to enhanced use of a key public building and increased footfall.
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2.3. Location description:

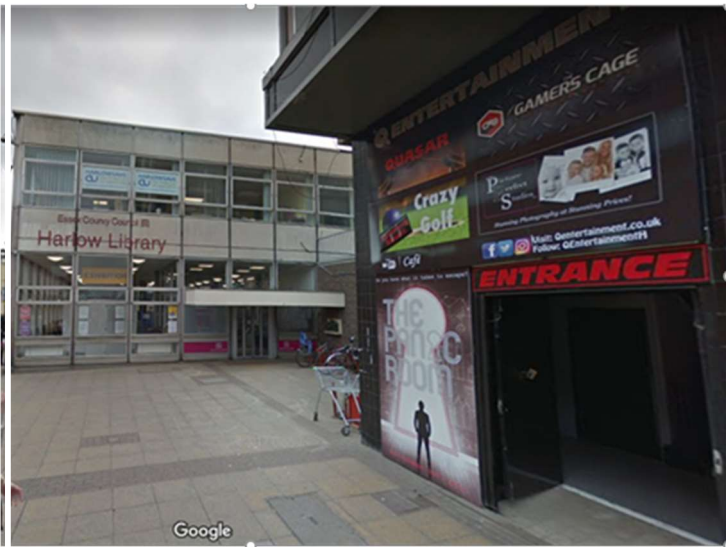
Harlow is a sub-regional hub at the heart of the UK Innovation Corridor, providing a centre for employment, education, retail and leisure for 400,000 people. It is one of the largest towns, in the North West of the SE LEP area. Harlow is home to some of Essex's leading manufacturing businesses including the Harlow Enterprise Zone, one of 45 locations across the Country. With access to the motorway and rail networks and London Stansted Airport only 12 miles away.

Harlow Library occupies a key site in the south of the town centre, situated between The Water Gardens and the main high street of Broad Walk, it has two floors and is mixed ownership. ECC has freehold ownership of the end of the library (both floors) while the western end is owned by Mountcharm Ltd – a property investment company.

The Harlow Library building was built in the 1960's and is dated and tired-looking and is currently underutilised with significant vacant space and declining footfall, despite being in a prominent position at the heart of the town centre.

The Library service operates across the whole of the ground floor building, in both the ECC owned area, and the area owned by Mountcharm Ltd. ECC has a lease for the ground floor space with c.60 years left to run.

The first floor of the ECC freehold section hosts library support facilities and is let, in part, to Harlow Credit Union and another charitable organisation providing community legal advice.



Harlow Library from Broad Walk

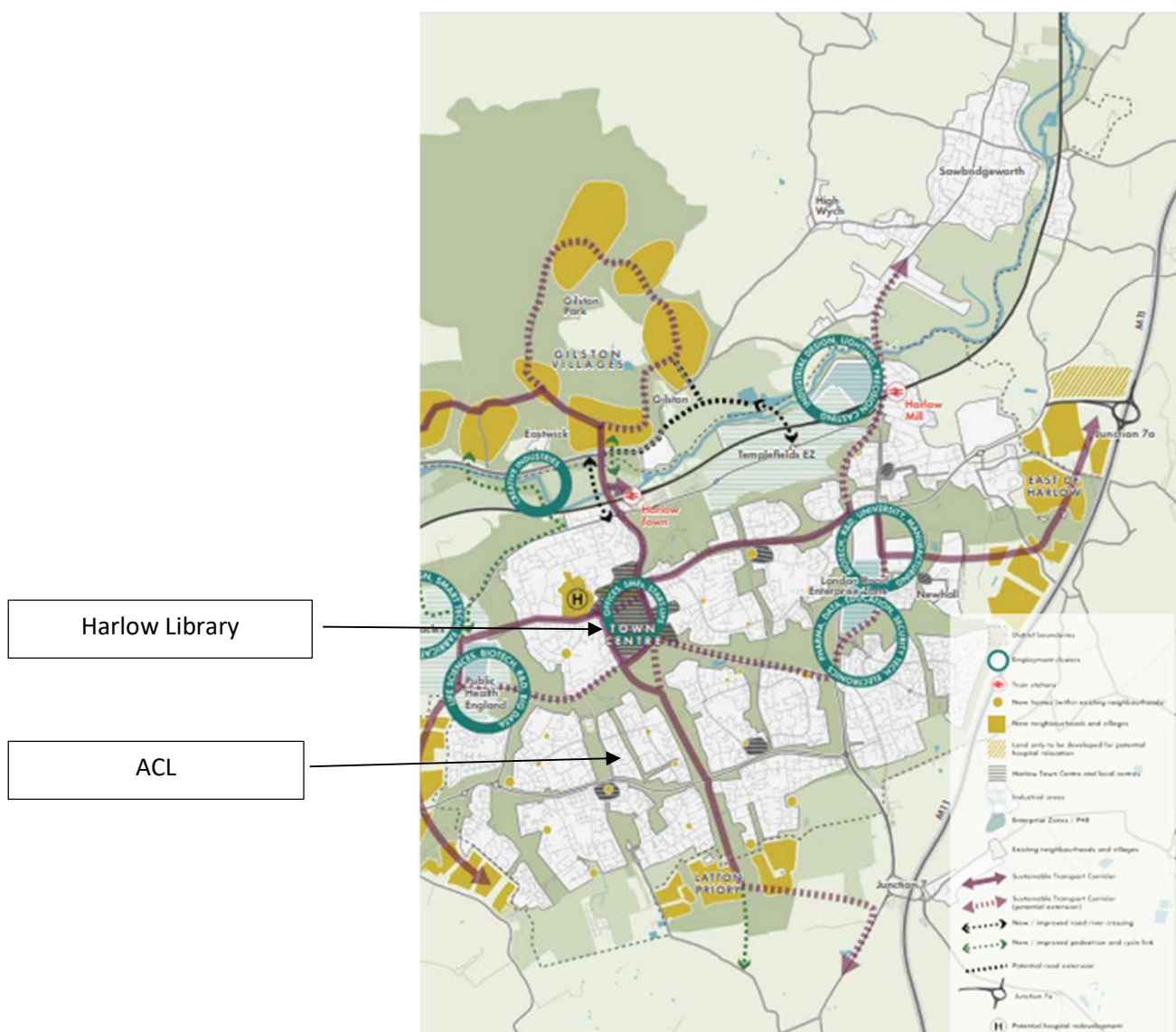


Harlow Library from the south of the Town Centre

Latterly, attendance at ACL Harlow have been declining, in part due to the location and to current facilities which do not meet the emerging needs of residents. The current site is not very accessible and has little visibility with a few bus routes and limited parking



Map of Harlow Library and ACL



2.4. Policy context:

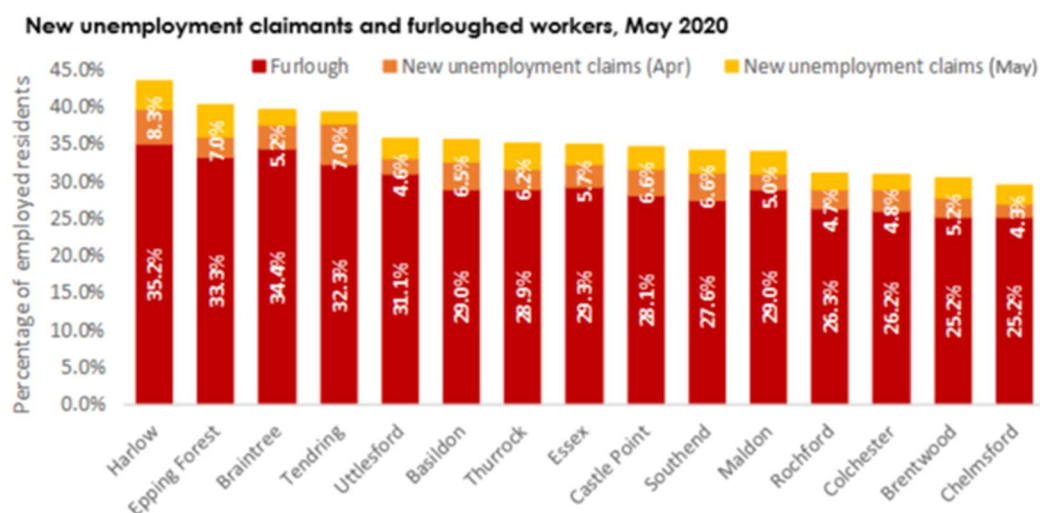
Harlow is at the heart of several interventions, bringing investments and opportunities to Harlow which require appropriate skilled workers such as the relocation of Public Health England and proposed redevelopment of Princess Alexandra Hospital.

The project to relocate ACL into the refurbished Library site and the initial feasibility of the vacated ACL site for a housing regeneration opportunity supports the following commitments to improve skills and the facilitation of building good quality homes in the South East LEP Growth Deal and Strategic Economic Plan 2014-2021 and Essex County Council's Organisation Strategy 2017-2021

South East LEP Growth Deal and Strategic Economic Plan 2014-2021	
Priority	Commitment
1.21 Improving our skills	The proportion of our residents with higher level (4+) qualification is low, as are basic literacy and numeracy skills levels. At the same time, more than one in five companies reported a skills gap or skills shortage vacancy
1.22 Building more homes	The rate of house building has diminished over recent years, while at the same time housing demand has continued to outstrip supply. The result is that housing affordability continues to remain a major issue in the SELEP area and is having a detrimental impact on the ability of employers to recruit appropriate staff.
Essex County Council Organisation Strategy 2017-2021	
Enable Inclusive Economic Growth	Help people in Essex prosper by increasing their skills <ul style="list-style-type: none"> - To do this we will improve the skills of your people and adults in occupations that Essex firms require, by ensuring skills providers reflect local employers' needs now and, in the future.
Help create great places to grow up, live and work	Facilitate growing communities and new homes <ul style="list-style-type: none"> - Deliver new homes, by working with partners to develop new settlements on garden community principles and releasing public land.
SELEP Skills Strategy 2018 - 2023	
<ul style="list-style-type: none"> - Increase Apprenticeships and industry relevant qualifications for all ages, particularly in priority sectors and at higher and degree level - Build an inclusive economy, creating opportunities for all 	
National Policies	
Lifetime Skills Guarantee (2020)	<ul style="list-style-type: none"> - Free college courses to adults without A-Levels or equivalent - Increased funding to small and medium sized firms to take on apprentices
National Retraining Scheme (2018)	<ul style="list-style-type: none"> - Support employed people to train and move into better jobs through training and tailored advice
Digital skills and inclusion (2017)	<ul style="list-style-type: none"> - Develop the role of libraries in improving digital inclusion to make them the 'go-to' provider of digital access, training and support for local communities.

2.5. Need for intervention:

The UK has experienced a profound economic shock, production in sectors that are key to the Essex economy has fallen dramatically. The unemployment claimant count for Greater Essex was 71,655 in May 2020. Harlow had the highest number of individuals on furlough and the highest number of unemployment claimants in Greater Essex. It is not known how many furloughed workers will have sustainable jobs to return to when the Coronavirus Job Retention Scheme ends, and it is likely that the end of the furlough scheme will drive further increases in unemployment across Essex.



National evidence suggests that those in lower-paid, lower-skilled, less secure work were among the first to become unemployed as the COVID-19 outbreak took hold.

Intelligence shows us that Harlow has a large skills deficit with 26% of adult residents in Harlow having no qualifications and only 17.6% of adult residents in Harlow having Level 4 qualifications and above.

The current site is not very accessible and has little visibility with a few bus routes and limited parking. Latterly, attendance at ACL Harlow has been declining, in part due to the location and facilities which do not meet the skills and learning needs of residents or businesses. The number of enrolments has declined since 15/16 where there were 1902 enrolments and in 19/20 there were only 1238.

Harlow Town is at a heart of several opportunities that are going to require sufficient skills provision to ensure that local residents are able to secure the job opportunities coming to Harlow via the Public Health England Relocation, delivery of the Harlow Science Park and Enterprise Zone and the provision of the new Princess Alexandra Hospital.

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

Attendance at ACL Harlow has been declining and in its current location will continue to decline due to limited access routes and its location out of the town centre. Without a centralised, cohesive skills offer the skills deficit will continue to rise.

A number of individuals in Harlow are in lower paid, lower-skilled jobs and with the Coronavirus Pandemic national evidence suggests that those in lower-paid, lower-skilled, less secure work were among the first to become unemployed as the COVID-19 outbreak took hold.

Harlow has the highest number of individuals on furlough in Greater Essex. It is not known how many furloughed workers will have sustainable jobs to return to when the Coronavirus Job Scheme ends. It is likely that the end of the furlough scheme will drive further increases in unemployment across Essex. By increasing the skills of residents will enable those that do need future employment will be able to apply for higher skilled – higher paid jobs.

2.7. Objectives of intervention:

Project Objectives

Objective 1: Increase the skills levels of Harlow Residents

Objective 2: Diversification of Libraries offer

Objective 3: Provide affordable, good quality housing

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

Problem / Opportunity 1: Central ACL offer to reduce the skills deficit in Harlow

Problem / Opportunity 2: Free up current ACL site for income regeneration as a desirable development opportunity

[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		
	Centralised ACL offer	Development Opportunity	
Increase skills level in Harlow	✓✓✓	0	
Provide Affordable Quality Housing	✓✓✓	✓✓✓	
Diversification of Libraries Offer	✓✓✓	0	

2.8. Scheme dependencies:

The ACL site move is critical to releasing land and the design and development of options which can only be realised on release of the ACL site.

2.9. Expected benefits:

The expected benefits of the project are:

- 452 sq m of new learning space supporting 177 gross enrolments per annum
- £2.241m of gross GVA generated over a 10-year period

Additional details can be found in the Economic case. The project enables the delivery of a further phase of activity. Phase 2 has been scoped and can accommodate homes, including affordable housing. These wider benefits during Phase 2 sit outside the economic case. It should be recognised that this project forms a key first phase which will enable further phase which will

deliver significant GVA and will be able to demonstrate a healthy BCR which will score in excess of 2.0:1.0 when the project is further developed and appraised.

2.10. Key risks:

Description	Mitigation	Owner
Construction costs exceed budget	Design assumptions will be challenged and specification will be value engineered to meet cost plan. Allowances and contingency for abnormal costs to cover worst case scenario and additional surveys to avoid unforeseen issues.	Essex County Council Localities Team
Harlow District Council do not agree to planning permission	Harlow District Council are aware of the scheme to relocate ACL to a central library location. Good quality affordable housing is required in Harlow and conversations will be had with both the Regeneration and Planning Teams.	Essex County Council Localities Team
Stakeholder Engagement	All stakeholders who have an investment in the proposed project have been consulted and are happy with the proposed approach. A communication plan is being developed to ensure all stakeholders are informed and engaged	Essex County Council Localities Team
Impact of Covid 19	Sensitivity testing suggests that a 15% reduction in learners would still result in a BCR over 2.0:1.0 – that's about nine months of closure Inflation in costs for refurb and relocation can be managed within the contingency attributed and design assumptions will be challenged and specification will be value engineered to meet cost plan	Essex County Council

3. ECONOMIC CASE

This scheme considers the refurbishment of Harlow Library, the relocation of Harlow Adult Community Learning (ACL) Centre into the refurbished Library, and exploration of regeneration opportunities on the vacated ACL site. The project is seeking £977,000 contribution from the Getting Building fund to bring this project forward.

The scheme will see the relocation of ACL from its current sub-optimal site into a refurbished Harlow Library, creating a modern centre in the heart of the town centre.

Harlow Library occupies a prime site in the heart of the town centre – the building is oversized and under occupied, providing a significant opportunity for redevelopment into a modern skill and learning hub for the district.

Through development of new visible facilities and alignment with the courses offered by Harlow College and requirements of businesses it is envisaged that the skills levels of residents can be enhanced through courses offering training and skills required by the expanding and relocating employers to Harlow and Princess Alexandra Hospital (PAH).

Importantly, the delivery of this scheme will also facilitate the initial feasibility work into the delivery of homes on the current ACL site. This additional phase will enable further estate regeneration which will accelerate the transformation of Harlow. The housing element represents a second phase of delivery, and has not been appraised within this assessment. Initial modelling suggests that the second phase will have a positive BCR in excess of 2:1.

This ACL relocation project is seen by partners as a key enabling phase which will unlock significant additional benefits. In this sense, the project as appraised in this economic case should not be seen in isolation. Phase 2 is dependent upon Phase 1; however, Phase 1 can be carried out as a standalone project and is the focus of this appraisal.

3.1. Options assessment:

Longlist of options appraised

A range of potential solutions to the opportunities and challenges in the Strategic Case were identified during the option generation process. Initial options are limited due to the advance nature of the project.

Options were developed as part of discussions with relevant stakeholders including Heads of Service, Harlow District Council and Hertfordshire County Council, around the refurbishment of the current library due to concerns that it wasn't being utilised to its full potential.

Option 1: Do Nothing	
Summary	<ul style="list-style-type: none"> • No refurbishment of library • ACL remain at their current site
Negatives	<ul style="list-style-type: none"> • No potential for housing development on ACL site • Limited potential to increase awareness of/access to adult skill support • Limited refurbishment of current library to optimise space utilisation

Positives	<ul style="list-style-type: none"> Refurbishment, relocation expenditure can be saved and possibly used on other projects
Preference	<ul style="list-style-type: none"> Do not proceed – no benefits to be realised
Option 2: Modest refurbishment of library	
Summary	<ul style="list-style-type: none"> Refurbishment of current library ACL remain at their current site
Negatives	<ul style="list-style-type: none"> No potential for housing development on ACL site Limited potential to increase awareness of/access to adult skill support No guarantee of timing of library refurbishment - only possible when Council budget available
Positives	<ul style="list-style-type: none"> Refurbishment of current library Relocation expenditure can be saved and possibly used on other projects
Preference	<ul style="list-style-type: none"> Do not proceed – insufficient benefits to be realised
Option 3: Refurbishment / relocation / regeneration	
Summary	<ul style="list-style-type: none"> Refurbishment of current library Relocate ACL to library site Housing development on old ACL site
Negatives	<ul style="list-style-type: none"> Greater investment required
Positives	<ul style="list-style-type: none"> Refurbishment of current library to optimise space utilisation Relocate ACL to more central library site Develop a centralised learning and skills offer Commission feasibility study to explore regeneration at former ACL site
Preference	<ul style="list-style-type: none"> Proceed – full benefits to be realised

Options assessment:

1.1 Options shortlisting

In order to develop a short list of potential options to appraise, we chose to undertake a sifting process, using a simple matrix to summarise and present evidence on options in a clear and consistent format. This matrix utilises a simple scoring out of 5.0 for each of the assessment areas, which aims to facilitate the early assessment and comparison of scheme options. Using these criteria, the various options and resulting scores are illustrated below in Figure 2.

Option	Strategic fit	Benefits optimisation	Potential achievability	Potential affordability	Key Issues

Option 1 - Do Nothing	0.0	0.0	5.0	5.0	This option does not address the need to refurbish the Library and will not help increase skills levels within Harlow
Option 2 – Modest refurbishment of library	2.0	2.0	5.0	2.0	This option will not help increase skills levels within Harlow
Option 3 – Refurbishment /relocation / regeneration	5.0	5.0	5.0	5.0	This option delivers the optimal outcomes for Harlow, it achieves the refurbishment of the library and relocation of ACL to the library site which will increase skills levels

Figure 2: Longlist Assessment

3.2. Preferred option:

Following Options evaluation, local partners quickly discounted Options 1 and 2. Option 1 as reference case was quickly dismissed as ‘doing nothing’ is not going to deliver the strategic objectives for the project.

Option 2 was also dismissed, principally as it does not deliver the strategic objectives for the project. While the option was affordable, it was felt that the approach would not help deliver the optimal outcomes that could be delivered if the refurbishment, relocation and regeneration were to be achieved.

Local partners have therefore identified Option 3 as the preferred scheme, not least due to the comprehensive outcomes that it will achieve. Importantly, Option 3 provides funding for assessing the feasibility of developing homes on the current ACL site. The delivery of this option would provide ongoing estate regeneration and accelerate transformation of Harlow. Option 3 has been identified as the preferred as it is deliverable and affordable.

3.3. Assessment approach:

The methodology includes the following:

1. **Time period considered:** In the analysis it is assumed that the investment would lead to benefits for five years following the initial spend, as a conservative position in case the library is redeveloped as part of the ongoing regeneration of Harlow Town Centre. The Green Book States “Costs and benefits should be calculated over the lifetime of the intervention or asset.” We have therefore assumed a time horizon for the economic appraisal of 10 years
2. **Timing of spend:** For all scenarios a planned timing of spend was used, relying on the assumption of the project being supported in 2020 with completion of the project in 2021.
3. **Impacts:** The range of potential economic impacts deliverable across the range of scenarios to be tested are the direct construction job years created and the learner outcomes that will be delivered through the project.
4. **Additionality:** Evidence produced by the Scottish Government suggests Type II income multiplier of 2.0 from construction activity. We have not applied any multipliers to learner outcomes, as they are anticipated to work in a range of different sectors.

5. **Deadweight:** The reference case accounts for deadweight loss of what would happen in the absence of intervention.
6. **Displacement:** We have considered the number/proportion of intervention outputs accounted for by reduced outputs elsewhere in the target area. The HCA Additionality Guide (2014) advises of displacement for jobs created through training and education projects, but not qualifications gained. We have assumed displacement to be nil in both the reference case and preferred option.
7. **Leakage:** The HCA Additionality Guide (2014) advises a 9-14% factor is applied for education / skills projects. A factor of 12% has been assumed at the local level to account for the learning outcomes which may move out of the area once qualifications have been achieved. This has been applied within the economic impact modelling.

8. **Substitution:**

In line with standard approaches to substitution, BIS benchmarks suggest this is a negligible issue for this type of development.

9. **Optimism Bias**

In preparing the Appraisal we have reflected the potential for Optimism Bias by using the Supplementary Green Book Guidance and applied the five-step approach that is based on the findings from Mott Macdonald's study. We have identified the project as being a "Standard build" with capital expenditure bias bound between 24 at an upper limit and 2 at the lower.

We have applied the methodology and have applied mitigation of contributory factors at 0.7 and 0.7 for the partial mitigation factor, due to the control that Essex County Council has over mitigation. This results in an Optimism Bias assumption of 11% applied to costs. A switching value is provided in the Appraisal Summary Table to assess the impact of Optimism Bias on benefits.

10. **Benefits Criteria:**

The benefits criteria were developed using a range of criteria set out in the Economic Appraisal. Most of the core benefits were calculated using accepted national benchmarks, triangulated wherever possible with secondary data, to provide additional robustness.

Direct Jobs created and safeguarded

The Project will see the relocation of the existing ACL centre which will safeguard the current staff complement (no benefits assumed).

We also anticipate 16 construction job years in relation to the refurbishment of the library, based on labour coefficient benchmarks published by the HCA.

GVA in the West Essex NUTS3 region is £54,540 per filled job. Construction jobs average 1.29x average GVA per job, so this is a conservative assumption.

Learner outcomes

Enrolments at the current ACL site averaged 1,780 per annum over the period 2014/15 to 2016/17. This has dropped to an average of 1,250 per annum over the past three years – a reduction of around 530 per annum, or 30%.

Noting that some learners enrol in multiple courses, the economic appraisal conservatively assumes a gross increase of 177 learners per annum as a result of the improved location and course offer. After additionality adjustments, the assumption is 155 additional learners per annum as a result of the improved location and course offer.

The economic value represents the additional annual earnings gain per employee as a result of achieving the qualification; it is the lower estimate and reflects an assumption that 50% of the employment benefit is attributed to the qualification. As with the fiscal value, an annual benefit has been calculated per learner. Based on the anticipated learning outcomes from the new ACL we have used the City & Guilds Level 3 Qualification economic benefits (based on the [BIS \(2011\): Returns to Intermediate and Low-Level Vocational Qualifications](#)) to calculate the learning benefits. The uplift in salary potential at this level is £1,608 per learner per annum with a forecast 640 additional learners benefitting per annum as a result of the project.

3.4. Costs:

The economic costs associated with the project are set out below:

- Reference Case
 - £250,000 before Optimism Bias
 - £277,500 after Optimism Bias
 - £268,116 after discounting
- Preferred Way Forward
 - £1,002,569 before Optimism Bias and deadweight
 - £835,351 after Optimism Bias and deadweight
 - £844,735 after discounting

Please note sunk costs have been omitted from the economic appraisal

The price base consists of cost estimates produced in 2019/20 financial year, uplifted to 202/21 prices.

A small rise in operation costs is anticipated, offset by reduction in maintenance costs. Staffing levels for both the ACL provision and Library will remain the same.

3.5. Benefits:

To calculate the number of construction jobs generated in the scheme, we have used HCA published co-efficient and regional salary levels for the construction sector. This is included in the 'initial' benefits.

- Reference Case
 - Delivers a total of 4 construction job years (4 after additionality adjustments) generating a GVA of £247,655
- Preferred Way Forward

- Delivers a total of 16 construction job years (14 after additionality adjustments) generating a GVA of £990,621
- All jobs associated with the ACL will be transferred from the existing site to the new centre (no benefits assumed)

Learner benefits are calculated at £1,608 per learner. This is included in the 'adjusted' benefits.

- Reference Case
 - Delivers no learners supported
- Preferred Way Forward
 - We anticipate a total of 883 learners benefitting as a result of the project over five years (777 after additionality adjustments) generating a GVA of £1,249,952

After deadweight and discounting, the project will deliver Present Value Benefits of £1,880,060 over the ten-year appraisal period.

This therefore creates a Public Value for Money BCR of 2.29:1.00 for the first phase of the overall regeneration project.

Optimism Bias on benefits would have to fall by 64% before the 'Adjusted' BCR fell below 1.00:1.00

"Non-monetised impacts include:

- Reduced income inequality
- A more vibrant town centre due to enhanced use of a y public building and increased footfall.

3.6. Reference Case: status quo, do nothing or do minimum:

If the project did not proceed, we would not be able to deliver the optimal outcomes that result from refurbishing Harlow Library, relocating the existing ACL and then regenerate the current ACL site which has the potential for a housing scheme. Investment through the Getting Building fund will provide an opportunity to undertake the refurbishment and align the ACL and assess the feasibility for the potential development on the existing ACL site.

Delivering the Preferred Option will enable local partners to deliver a key skills project within Harlow. Delivery will also see Harlow Library refurbished to a high quality, linking this to the ACL will provide a more aligned service, which in turn will improve opportunities available to Harlow's residents, which will increase their employability. Aligning the ACL service will help rejuvenate the service. The relocated Centre will be more accessible in the Centre of Harlow and will be of a greater standard and with more learning space than the current facility.

Importantly, the relocation of the ACL from its current location will also create the opportunity to deliver a second phase of the overall project by assessing the feasibility for housing units, including affordable homes.

3.7. Economic appraisal results:

		<i>Business as Usual Case</i>	<i>Preferred Way Forward</i>
			<i>A to F are relative to Business as Usual Case</i>
A	Present Value Benefits (£)	239,280	1,164,869
B	Present Value Costs (£)	268,116	1,000,904
C	Present Value of other quantified impacts (£m)	-	1,128,720
D	Net Present Social Value (£m) [A-B]	-28,836	163,965
D2	'Adjusted' Net Present Social Value (£m) [A+C-B]	-28,836	1,035,325
E	'Initial' Benefit Cost Ratio [A/B]	n/a	1.16 : 1.00
F	'Adjusted' Benefit Cost Ratio [(A+C)/B]	n/a	2.29 : 1.00
G	Significant non-monetised impacts	n/a	
H	Value for Money Category	n/a	High
I*	Switching value (OB adj on benefits to 'Adjusted' BCR of 1.0:1.0)	n/a	-64.1%
J	Rationale for VfM Category	n/a	'Adjusted' BCR ≥ 2
K	Public sector net financial cost / (receipt) (£, undiscounted)	250,000	1,143,261
	Getting Building Fund ask (£, undiscounted)	n/a	977,000

* Other sensitivity tests that were conducted were:

- Increase in construction costs of 7.5% results in an 'Adjusted' BCR of 2.09:1.0
- Reduction in learners supported of 7.5% results in an 'Adjusted' BCR of 2.21:1.0

4. COMMERCIAL CASE

4.1. Procurement options:

Essex County Council (ECC) Infrastructure Delivery Team have established procurement routes for the delivery of a wide range of capital infrastructure projects. These extend to ECC's own Essex Construction Framework for constructions projects, Eastern Highways Alliance (highway improvements).

ECC have also called upon National Procurement Frameworks such as Fusion 21, Crown Commercial Service (CCS) and ESPO where required.

ECC have an established framework contract with MITIE for the maintenance of ECC's properties (including schools). The MITIE framework also provides ECC with an efficient route for adhoc remodelling project to its own core estate.

The analysis of the market, combined with the end users need to develop the scope, specification, programme and costing of the proposals at Harlow Library determined that to develop the project such that it was ready for implementation. ECC commissioned MITIE to undertake draft proposals, prepare designs and specifications for the Library/Adult Community Learning Service to comment upon.

ECC have therefore engaged MITIE to prepare the project so that it is designed around the agreed scope and specifications, estimates of costs produced and programmes developed to enable the project to be tendered to suitable contractors.

As stated, above MITIE as ECC's main Facilities Management (FM) contractor, have a dedicated project team who undertake an annual expenditure of £12m per annum on building maintenance and improvement on behalf of ECC.

4.2. Preferred procurement and contracting strategy:

MITIE will undertake the role of project manager on behalf of ECC for a predetermined fee level (recently negotiated down from 10% to 8%). As project manager, MITIE, will also undertake the procurement, evaluation and contract administration and cost monitoring of the selected contractor.

MITIE will use their dedicated, Essex based Programme Management Office to prepare all the necessary documentation for the supply chain to tender against.

Mitie have developed an approved list of locally based Subject Matter Experts (SME's) for the complete suite of construction related activities. Contractors have been pre-evaluated to ensure the company has a strong health and safety record, can demonstrate the requisite skills, qualifications and experience for the required trades.

MITIE will offer the contract to six local contractors who have already demonstrated their ability and resources are suitable for the scale of the project. The tender will consist of the complete suite of works within the scope of the project.

MITIE will evaluate each tender alongside client representatives from ECC using predetermined cost/quality and programme requirements.

MITIE will also undertake engagement with contractors before the tender is offered to ensure that the supply chain is aware of the opportunity and timescales and that estimating teams are available.

The combination of early engagement, plus inviting 6 contractors will ensure there is a robust and competitive response from the supply chain.

4.3. Procurement experience:

MITIE were appointed by ECC as Facilities Management (FM) contractor in 2012. In the last 8 years, MITIE have undertaken continuous improvement in their FM package, in particular the dedicated Programme Management Office, based within Essex. This team have employed

construction related experts to ensure that ECC has the ability to not only undertake the maintenance of the core estate (including schools) but they can also undertake ad-hoc projects such as this opportunity.

MITIE have also demonstrated their resilience and ability to react effectively and efficiently to ECC request and opportunities. These have ranged from current issues such as Covid-19, through to emergency temporary accommodation within two weeks and the reestablishment of a replacement school lost to fire within a matter of six weeks in a vacant building.

4.4. Competition issues:

There is robust contractor engagement with ECC/MITIE due to the volume of contracts that are tendered to contractors. There are at least six contractors who are able to tender for any particular package of works. Early engagement with all contractors ensures that each starts on a level playing field and all would be aware of the scoring matrix.

4.5. Human resources issues:

The supply chain HR issues that may arise in any single company are addressed via the size and number of companies who are available to bid for the work. MITIE will be using the dedicated project management team within Essex. This team have the ability to refer to MITIE's national operations to address any particular need for specialists or additional resources to meet urgent needs.

4.6. Risks and mitigation:

The roles and responsibilities of the commissioning body (ECC), project management function (MITIE) and contractor will be consistent with the New Engineering Contract (NEC) (Option A) for of contract in undertaking this project.

ECC has developed the scope and budget estimates including MITIE fees. This will be used as the basis of the commission between MITIE and ECC. ECC will retain a sum as a client contingency in the event of any unforeseen occurrences and will hold the non-quantified risk during delivery. MITIE will project manage the contractor utilising the NEC contract. The contract will clearly identify all those items (and therefore risk) to the contractor.

Within the NEC contract, Covid-19 is a known risk, therefore the contractor must ensure all health & safety, welfare, programme elongation or additional prelims are included in their contract sum.

4.7. Maximising social value:

MITIE, as ECC's FM provider across the county, have a responsibility to ensure that they have sought to secure local businesses with Essex. This responsibility extends beyond their FM remit, such that the supply chain that MITIE have within their contracting arrangements, includes a significant proportion of SME's who are based in Essex. Some contractors, due to the specialist nature of their business (such as lift manufacturer etc) must be sourced from a wider geographical area to ensure that there are sufficient number of companies wishing to tender.

5. FINANCIAL CASE

5.1. Total project value and funding sources:

	2021/22
MHCLG funding via SELEP under this funding application	£977,000
ECC funding	£166,261
Total project cost	£1,143,261

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

This application requests £977,000 of GBF funding.

5.3. Costs by type:

	2021/22
Building Works	£977,282
Contingency	£145,979
Feasibility Work	£20,000
Total Funding Requirement	£1,143,261

Optimism bias has not been applied to the costs in the financial case.

5.4. Quantitative risk assessment (QRA):

The costs for the works have been developed through the following process:

- The initial feasibility study for the Harlow Library Refurbishment and ACL Relocation completed in Feb 2020
- The capital costs presented above have been uplifted to 2020/21 prices.

A Quantitative Risk Assessment table can be found below.

Risk item	Cost (£)	Comments	Likelihood (5%=low, 100%=high)	Impact (5%=low, 45%=high)	Contingency	
					%	£
Preliminaries	£36,450.00	Covid-secure operation of site	90%	45%	40.5%	£14,762
Building costs generally	£802,886.00	Specification and design will be subject to design development, but value engineering will be employed	55%	25%	13.8%	£110,397
Professional fees	£54,742.00	Estimated at 7.5% of contract sum, and would go up accordingly.	55%	25%	13.8%	£7,527

MITIE Fees	£83,205.00	Mitie costs have been agreed and set at 8%. It is based on the contract sum and so overall cost may still increase.	55%	25%	13.8%	£11,141
Feasibility Work	£20,000.00	Likelihood of feasibility work exceeding budget estimate is low	10%	15%	1.5%	£300
Total	£997,283.00				14.5%	£144,426.79

The above shows that the contingency allowance within the costs is in line with an itemised quantitative approach to assessing risk.

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

	2021/22
SELEP - GBF	£977,000
ECC	£166,261
Total Funding Requirement	£1,143,261

5.6. Funding commitment:

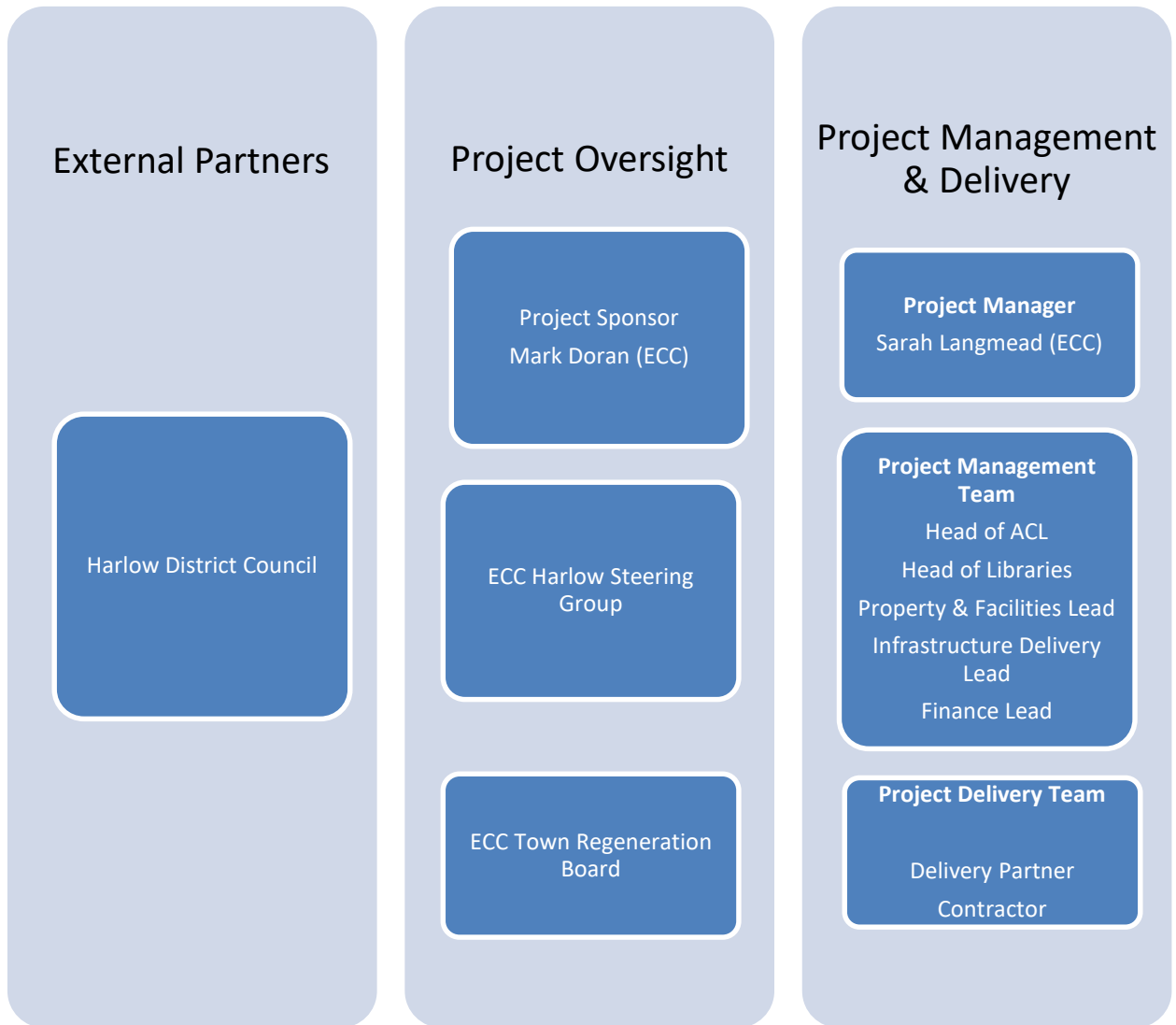
The ECC contribution is subject to future decision making.

5.7. Risk and constraints:

Risks will be identified, recorded and actively managed throughout the project. Where appropriate, risk owners will be allocated and tasked with removing risks where possible or identifying mitigating measures to minimise residual risks. Costs will be carefully monitored throughout the project and if any overspends emerge contingency actions will be developed. Options may include using alternative materials or slight modifications to the scheme design.

6. MANAGEMENT CASE

6.1. Governance:



Project Sponsor: Mark Doran, Director for Sustainable Growth, Essex County Council

Senior Responsible Officer: Andy Burgess, Head of Economic Growth, Essex County Council

6.2. Approvals and escalation procedures:

Both approvals and any points of escalation are directed to the project sponsor for approval.

6.3. Contract management:

The Contract will be managed by our colleagues in Mitie Projects.

6.4. Key stakeholders:

Stakeholder	Interest	Engagement
ACL	Partner relocating	Principal of ACL is part of the project group
Harlow Library	Refurbishing of Harlow Library	Head of Libraries is part of the project group
ECC Cabinet Members	Cabinet members for Education, Libraries and Regeneration	Regular briefing meetings updating them on the approach and progress take place.
Harlow District Council	Centralised learning and skills offer and regeneration opportunity	HDC have been engaged in the relocation of ACL. Further conversations are required on the regeneration opportunity

6.5. Equality Impact:

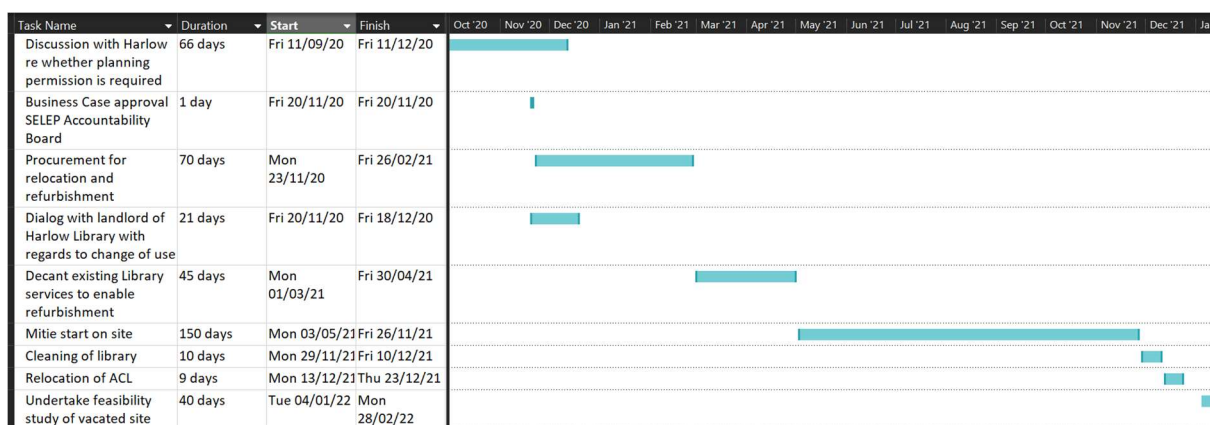
Equality Impact Assessment will be completed prior to Accountability Board in November 2020

6.6. Risk management strategy:

To maintain confidence in delivery, risk management will be conducted at a project level, with a detailed and up to date strategic risk register capturing all key risks, the RAG status, commentary and mitigating actions. The register will be a standing item at project meetings to ensure ownership and delivery remains on track. Any risks identified will be managed through the Harlow Steering Group meeting with participants agreeing how to mitigate the risk and then undertaking any action that is required and monitoring the risk.

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 D (expand as appropriate). Please describe the critical path and provide details regarding resource availability and suitability here; max. 0.5 pages.]



Resourcing has been programmed and is described further in 6.1 above.

6.8. Previous project experience:

MITIE will undertake the role of project manager on behalf of ECC for a predetermined fee level (recently negotiated down from 10% to 8%). As project manager, MITIE, will also undertake the procurement, evaluation and contract administration and cost monitoring of the selected contractor.

MITIE will use their dedicated, Essex based Programme Management Office to prepare all the necessary documentation for the supply chain to tender against.

MITIE were appointed by ECC as Facilities Management (FM) contractor in 2012. In the last 8 years, MITIE have undertaken continuous improvement in their FM package, in particular the dedicated Programme Management Office, based within Essex. This team have employed construction related experts to ensure that ECC has the ability to not only undertake the maintenance of the core estate (including schools) but they can also undertake ad-hoc projects such as this opportunity.

MITIE have also demonstrated their resilience and ability to react effectively and efficiently to ECC request and opportunities. These have ranged from current issues such as Covid-19, through to emergency temporary accommodation within two weeks and the reestablishment of a replacement school lost to fire within a matter of six weeks in a vacant building.

6.9. Monitoring and evaluation:

Objectives	Inputs	Outputs	Outcomes	Impacts
<ul style="list-style-type: none"> - Increase the skills levels of Harlow Residents - Diversification of Libraries offer - Provide affordable, good quality housing 	<ul style="list-style-type: none"> Grant Spend £977,000 ECC Input £166,261 Relocation of service delivery to central location 	<ul style="list-style-type: none"> - 1800 enrolments in the academic year 2021/22 - 1,700 sqm refurbished/remodelled Library Site and relocation of ACL - 20 Jobs for refurbishment/relocation 	<ul style="list-style-type: none"> - Increased skills levels for Harlow residents - Productive use of surplus former ACL site - Increased footfall to the library (and therefore town centre) 	<ul style="list-style-type: none"> - Reduced income inequality - Increased employment opportunities from higher skills levels - Better support to economic growth in and round Harlow through creation of a more skilled workforce - A more vibrant town

				centre due to enhanced use of a key public building and increased footfall
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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 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 G.

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

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

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

<i>Signature of applicant</i>	
<i>Print full name</i>	
<i>Designation</i>	

8. APPENDIX A – ECONOMIC APPRAISAL ASSUMPTIONS

Appraisal Assumptions	Details
QRA and Risk allowance	<ul style="list-style-type: none"> 10% contingency
Real Growth	<ul style="list-style-type: none"> No growth in costs or benefits beyond current year
Discounting	<ul style="list-style-type: none"> Social Time Preference Rate of 3.50% pa
Sensitivity Tests	<ul style="list-style-type: none"> Switching value
Additionality	<ul style="list-style-type: none"> -12% on benefits
Administrative costs of regulation	<ul style="list-style-type: none"> n/a
Appraisal period	<ul style="list-style-type: none"> 10 years
Distributional weights	<ul style="list-style-type: none"> n/a
Employment	<ul style="list-style-type: none"> 16 construction job years per £1m construction output
External impacts of development	<ul style="list-style-type: none"> n/a
GDP	<ul style="list-style-type: none"> GVA from construction job years £990,621 GVA from learner outcomes £1,249,952
House price index	<ul style="list-style-type: none"> n/a
Indirect taxation correction factor	<ul style="list-style-type: none"> n/a
Inflation	<ul style="list-style-type: none"> All expenditure in current financial year
Land value uplift	<ul style="list-style-type: none"> n/a
Learning rates	<ul style="list-style-type: none"> 883 gross learners supported over five years 777 additional learners supported over five years
Optimism bias	<ul style="list-style-type: none"> +11% on expenditure n/a for receipts Switching value of -64% on benefits to achieve Adjusted BCR of 1.0:1.0
Planning applications	<ul style="list-style-type: none"> Required for Phase 2 of overall project
Present value year	<ul style="list-style-type: none"> 2020/21
Private sector cost of capital	<ul style="list-style-type: none"> n/a
Rebound effects	<ul style="list-style-type: none"> n/a
Regulatory transition costs	<ul style="list-style-type: none"> n/a

9. APPENDIX B - 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

10. APPENDIX C – 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
Construction costs exceed budget	Value engineering may be required, delays may occur or costs may increase	ECC	Localities Team	2	3	6	Design assumptions will be challenged and specification will be value engineered to meet cost plan	2/2
Stakeholder Engagement	Stakeholders not supportive of proposals	ECC	Localities Lead	1	4	4	All stakeholders who have an investment in the proposed project have been consulted and are happy with the proposed approach. A communication plan is being developed to ensure all stakeholders are informed and engaged	1/3
Impact of Covid 19	Loss of students to ACL Service	ECC	Localities Team	3	3	9	Sensitivity testing suggests that a 15% reduction in learners would still result in a	3/2

	Inflation of costs associated with refurb and relocation						BCR over 2.0:1.0 – that's about nine months of closure Inflation in costs for refurb and relocation can be managed within the contingency attributed and design assumptions will be challenged and specification will be value engineered to meet cost plan	
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* 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.

11. APPENDIX D – GANTT CHART



ACLHarlow
Library.mpp

12. APPENDIX E – MONITORING AND EVALUATIONS METRICS FOR LOGIC MAP

Category	Key Performance Indicators	Description
Skills	Skills connected to intervention	1,800 enrolments in the academic year 2021/22
Land and Property	Refurbished/remodelled floorspace planned	1,700 sqm floorspace
Jobs	Jobs connected to intervention	20 jobs for refurbishment programme

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.

HARLOW LIBRARY

This Monitoring and Evaluation Plan provides the details of the inputs, outputs, outcomes and impacts of the Harlow Library, 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: *Increase the skills levels of Harlow Residents*

Objective 2: *Diversification of Libraries offer*

Objective 3: *Provide affordable, good quality housing*

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	2021/2022			
							Q1	Q2	Q3	Q4
IN1	Grant Spend – SELEP	Forecast		Based on invoices from contractors and service professionals	Monthly	Planned/ Forecasted Spend Profile		540,000	385.000	52,000
IN1	ECC Contribution	Forecast		Based on invoices from contractors and service professionals	Monthly	Planned/ Forecasted Spend Profile				166,261

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)	April 2021
Detailed Design	Completed
Full Planning Permission Granted	N/A
Site Mobilisation Works Commence	April 2021
Project Completion / Site Opening	October 2021

INPUT 5: RISK MITIGATION

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

Description	Mitigation	Owner
Construction costs exceed budget	Design assumptions will be challenged and specification will be value engineered to meet cost plan. Allowances and contingency for abnormal costs to cover worst case scenario and additional surveys post-OBC to avoid unforeseen issues.	Essex County Council Localities Team
Stakeholder Engagement	All stakeholders who have an investment in the proposed project have been consulted and are happy with the proposed approach. A communication plan is being developed to ensure all stakeholders are informed and engaged	Essex County Council Localities Team
Impact of Covid 19	Sensitivity testing suggests that a 15% reduction in learners would still result in a BCR over 2.0:1.0 – that's about nine months of closure Inflation in costs for refurb and relocation can be managed within the contingency attributed and design assumptions will be challenged and specification will be value engineered to meet cost plan	Essex County Council

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	1800 enrolments in the academic year 2021/22	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value: 1800 enrolments in the academic year 2021/22
		Source of Value: Full Business Case – Economic Appraisal
		Future Monitoring Approach: Adult Community Learning, collation of enrolment data
		Frequency of tracking: Quarterly
		Costs Allocated to Monitoring: Free – part of ACL data collection
		Details: Proposed Method of Collecting Baseline Information
		Approach for Collection: ACL Collation of enrolments
		Costs Allocated: Free

ID	Output Description	
OP2	Refurbished/ remodelled library site and relocation of ACL	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value: 1,700 sqm of refurbished/remodelled space
		Source of Value: Full Business Case

		<p>Future Monitoring Approach: Confirm provision of library building at end of project</p> <p>Frequency of tracking: Once at project completion</p> <p>Costs Allocated to Monitoring: Free</p> <p>Details: Proposed Method of Collecting Baseline Information</p> <p>Approach for Collection: Confirm from 'as built drawings'</p> <p>Costs Allocated: Free from information provided by Mitie</p>
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ID	Output Description	
OP3	Jobs for refurbishment/relocation	<p>Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring</p> <p>Value: 20 jobs for refurbishment/relocation</p> <p>Source of Value: Full Business Case</p> <p>Future Monitoring Approach: Once when activity takes place</p> <p>Frequency of tracking: Once when activity takes place</p> <p>Costs Allocated to Monitoring: Free</p> <p>Details: Proposed Method of Collecting Baseline Information</p> <p>Approach for Collection: Numbers collected by Mitie</p> <p>Costs Allocated: Free</p>

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

ID	Outcome Description	
OC1	Increased skills levels for Harlow residents	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value: 1800 enrolments in the academic year 2021/22
		Source of Value: Full Business Case – Economic Case
		Future Monitoring Approach: No of learners recorded by ACL
		Frequency of tracking: Quarterly following relocation
		Costs Allocated to Monitoring: Free
		Details: Proposed Method of Collecting Baseline Information
		Approach for Collection: Numbers collected by ACL
		Costs Allocated: Free

ID	Outcome Description	
OC2	Productive use of surplus former ACL site	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value: Initial feasibility study
		Source of Value: Full Business Case
		Future Monitoring Approach: To be agreed following outputs of feasibility study
		Frequency of tracking: Once – on completion of feasibility study
		Costs Allocated to Monitoring: Included as part of the business case ask
		Details: Proposed Method of Collecting Baseline Information
		Approach for Collection: Feasibility outputs
		Costs Allocated: Included as part of the business case ask

ID	Outcome Description	
OC3		Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring

	Increased footfall to the library (and therefore town centre)	<p>Value: 108 learners in one sitting in new remodelled ACL/library offer</p> <p>Source of Value: Full Business Case</p> <p>Future Monitoring Approach: Footfall to Library</p> <p>Frequency of tracking: Quarterly</p> <p>Costs Allocated to Monitoring: Free – as part of Library data</p> <p>Details: Proposed Method of Collecting Baseline Information</p> <p>Approach for Collection: Library Footfall data</p> <p>Costs Allocated: Free</p>
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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.

AN OVERVIEW TO THE MONITORING AND EVALUATION PROCESS

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

PROPORTIONATE APPROACH TO COMPLETING THE REPORT

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

The Monitoring and Evaluation process has been designed to be aligned to the scale of the scheme based on its total delivery value (including LGF 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	<p>All those prescribed by the LEP and applicable to the scheme/package (see Appendix A supplied separately)</p> <p>Also include any additional outcomes that have a large or moderate benefit / disbenefit in the Business Case</p>	<p>Those relevant to the scheme/package from within the list in Appendix A (supplied separately)</p> <p>Also include any additional impacts that have a large or moderate benefit / disbenefit in the Business Case</p>
More than £8m	As described within the report templates	As described within the report templates	<p>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)</p>	<p>Those relevant to the scheme/package from within the list in Appendix A (supplied separately)</p> <p>Also include any additional impacts that have a large or</p>

			Also include any additional outcomes that have a large or moderate benefit / disbenefit in the Business Case	moderate benefit / disbenefit in the Business Case
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HARLOW LIBRARY

This Baseline Report provides the details of the inputs, outputs, outcomes and impacts of the Harlow Library from the period September 2020 to October 2021, before the scheme is constructed/delivered.

The objectives of the scheme are:

Objective 1: *Increase the skills levels of Harlow Residents*

Objective 2: *Diversification of Libraries offer*

Objective 3: *Provide affordable, good quality housing*

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 [2021/2022]			
						Q1	Q2	Q3	Q4
IN1	Grant Spend	Forecast			Planned/ Forecasted Spend Profile		540,000	385,000	52,000
IN2	ECC Contribution	Forecast			Planned/ Forecasted Spend Profile				166,261

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)	April 2021
Detailed Design	Completed
Full Planning Permission Granted	N/A
Site Mobilisation Works Commence	April 2021
Project Completion / Site Opening	October 2021

INPUT 5: RISK MITIGATION

- Please note any risk mitigation used and if any risks materialised up to the opening of the scheme

Description	Mitigation	Owner
Construction costs exceed budget	Design assumptions will be challenged and specification will be value engineered to meet cost plan. Allowances and contingency for abnormal costs to cover worst case scenario and additional surveys post-OBC to avoid unforeseen issues.	Essex County Council Localities Team
Stakeholder Engagement	All stakeholders who have an investment in the proposed project have been consulted and are happy with the proposed approach. A communication plan is being developed to ensure all stakeholders are informed and engaged	Essex County Council Localities Team
Impact of Covid 19	Sensitivity testing suggests that a 15% reduction in learners would still result in a BCR over 2.0:1.0 – that's about nine months of closure. Inflation in costs for refurb and relocation can be managed within the contingency attributed and design assumptions will be challenged and specification will be value engineered to meet cost plan	Essex County Council

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.

ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OP1	1800 enrolments in the academic year 2021/22	Baseline	1362 enrolments in 18/19	ACL enrolment collection	Quarterly	ACL	Aug 2019
		Planned/ Anticipated	1800 enrolments in 21/22	ACL enrolment collection	Quarterly	ACL	Aug 2022
Details: Method of Collecting Baseline Information							
ACL provide enrolment data as part of their service offer							

ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OP2	1,700 sqm refurbished/remodelled	Baseline	1,700sqm library space	Data from Essex Property & Facilities	Once before project completion	Data from Essex Property & Facilities	

	Library Site and relocation of ACL	Planned/ Anticipated	1,700 sqm ACL/Library space	Data from Essex Property & Facilities	Once post project completion	Data from Essex Property & Facilities	Oct 2021
Details: Method of Collecting Baseline Information							
Floor print of current building							

ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OP3	Jobs for refurbishment/ relocation	Baseline	0				
		Planned/ Anticipated	20 jobs	Mitie contracts	Once prior to project	Mitie	Mar 2022
Details: Method of Collecting Baseline Information							

OUTCOMES

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

COMPLETE AND REPEAT FOR ALL OUTCOMES

	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OC1	Increased skills levels for Harlow residents	Baseline	26% of adult residents have no qualifications	Nomis – Office for National Statistics	Yearly	Nomis – Office for National Statistics	Oct 2020
		Planned/ Anticipated	1800 new enrolments in 2021/22	ACL Enrolment collection	Yearly	Nomis – Office for National Statistics	Aug 2022
Details: Method of Collecting Baseline Information							
Information was sourced from Nomis website							

	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OC2	Productive use of surplus former ACL site	Baseline	0				
		Planned/ Anticipated	Potential for housing development	Once following feasibility study outputs	Once on completion of feasibility study	Feasibility study	Mar 2022
Details: Method of Collecting Baseline Information							

	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OC3	Increased footfall to the Library	Baseline					
		Planned/ Anticipated	108 learners in one sitting in new remodelled ACL offer as part of library	Footfall data from Library	Quarterly	Library Services	Aug 2022
Details: Method of Collecting Baseline Information							