

## 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.

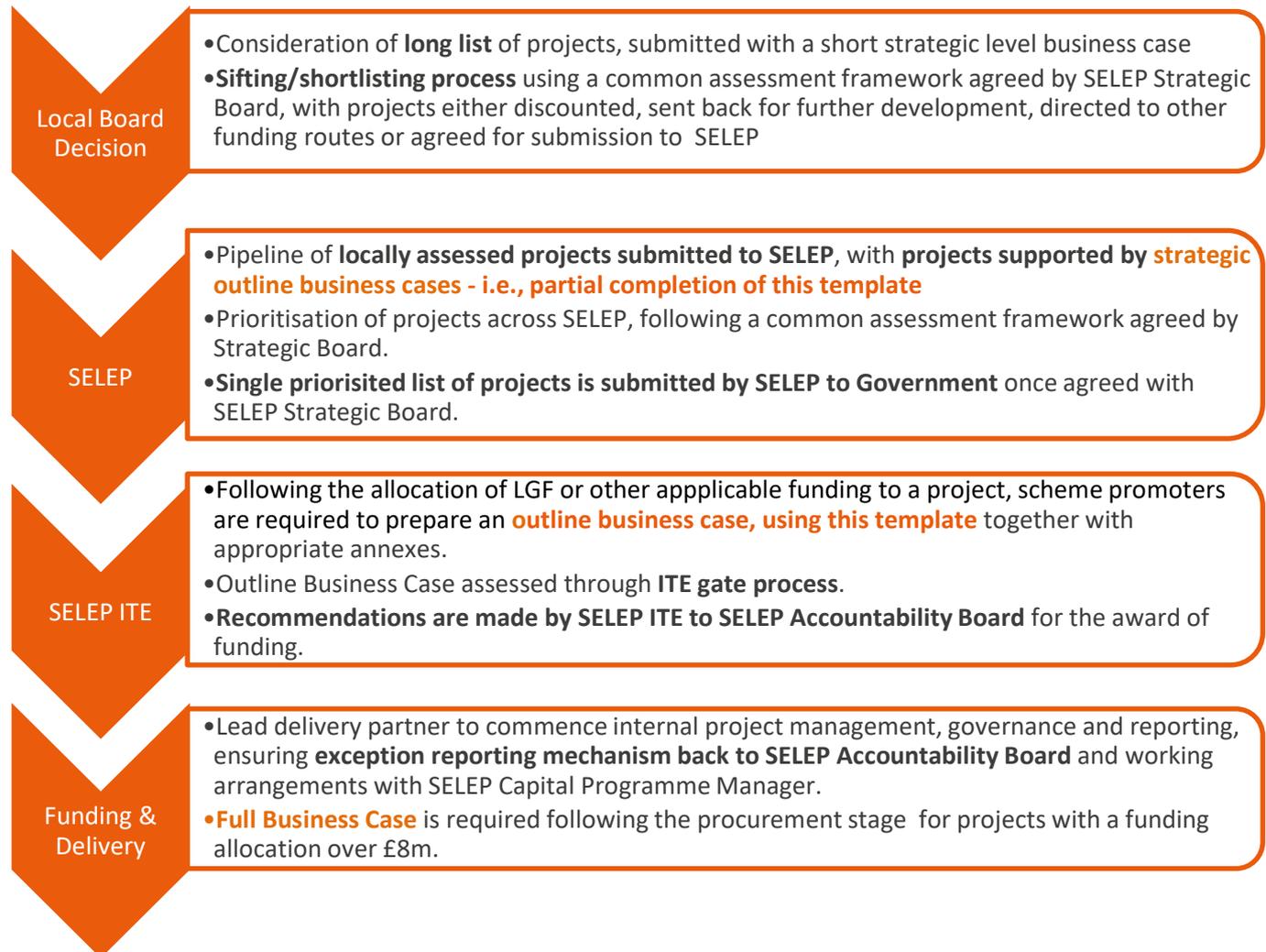
It is also designed to be applicable across all funding streams made available by Government through SELEP. It should be filled in by the scheme promoter – defined as the final beneficiary of funding. In most cases, this is the local authority; but in some cases the local authority acts as Accountable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

Version control	
Document ID	
Version	
Author	
Document status	
Authorised by	
Date authorised	

## 1. PROJECT OVERVIEW

### 1.1. Project name:

Labworth Car Park, Canvey Island - resurfacing/ modernisation

### 1.2. Project type:

Regeneration - Public Realm

### 1.3. Federated Board Area:

Opportunity South Essex

### 1.4. Lead County Council / Unitary Authority:

Essex County Council

### 1.5. Development location:

Castle Point Borough Council Car Park (known as Labworth car park)  
Western Esplanade  
Canvey Island  
Essex  
SS8 0AY

### 1.6. Project Summary:

Funding is being sought to deliver a comprehensive package of improvements to the largest seafront car park serving Canvey Island seafront. These improvements have been identified by local residents and businesses as a key priority in order to improve the overall local environment, visitor experience, safeguard existing economic activity and potentially unlock future economic growth.

This proposal, which forms the **first stage of wider masterplanned improvements** to the Canvey Island seafront (outside of the scope of this application for funding), is a **'shovel ready'** proposition which **can be delivered by May 2021** to provide an enhanced parking facility to **support the Canvey Island visitor economy**.

Labworth car park is situated between the Canvey Island sea wall to the south and Western Esplanade to the north. It is split in half by an existing ramp providing access to the sea wall. The existing hardstanding car park to the east of the ramp is in a **poor state of repair** with numerous potholes and trip hazards. The western car park comprises areas of rough, compressed gravel and grass. The lack of marked bays in either part of the car park restricts capacity and efficiency of use. **The car park often floods** due to surface water build-up and poor drainage, **reducing capacity and use during the winter** in particular. The existing car park does not provide any Blue Badge disabled parking bays or charging points for electric vehicles.

The proposed car park improvements will deliver the following:

- The existing sea wall access ramp will be removed to unlock a **more efficient layout** and an **increase in capacity**.

- The two separate parking areas will be **consolidated and resurfaced** using porous ‘**ecoblocks**’ to provide **improved drainage** and **eliminate localised surface water flooding**;
- Changes proposed to access/egress will **improve safety** and **reduce potential vehicle conflict**;
- Bay markings will be introduced to **increase the capacity from c.180 bays to 203 bays, including 12 Blue Badge bays** (where there are currently none);
- Provision of **10 Electric Vehicle (EV) charging points**.

The proposed package of works will **remedy existing deficiencies** of the car park, **improve its visual amenity, increase capacity** and **allow its year-round use** by **eliminating localised surface-water flood risk**. The works will also future-proof the car park by allowing for its use by a wider range of users, **providing accessible and inclusive access**, and **supporting the low carbon transport agenda**.

The combined effect will be to deliver an improved, high-quality car park to support the Canvey Island seafront visitor economy, delivering **an enhanced parking facility** which has been **identified by local businesses as integral to supporting their aspirations for future growth**. Supporting the future resilience and growth of the local visitor economy is an important priority for the Council in the context of the adverse economic impacts resulting from Covid-19 which disproportionately impacted on the leisure and tourism sectors.

The proposed direct and indirect benefits will be **closely aligned with the objectives of the Getting Building Fund**, including the objectives of **delivering economic growth** and **supporting a green recovery**.

#### 1.7. Delivery partners:

Partner	Nature of involvement (financial, operational etc.)
Castle Point Borough Council (Lead Applicant)	Project lead and programme management, financial and operational oversight
Keegans	Contract Administrator/Principal CDM Designer , Procurement, Scheme design, planning, delivery – providing building surveying, Principal Designer and quantity surveying services
Contractor (TBC)	To be appointed to deliver the works following a procurement process Q4 2020

#### 1.8. Promoting Body:

Castle Point Borough Council

#### 1.9. Senior Responsible Owner (SRO):

Trudie Bragg  
Head of Environment

Castle Point Borough Council  
Kiln Road, Thundersley, Benfleet, Essex, SS7 1TF

Tel: 01268 882476  
email: tbragg@castlepoint.gov.uk

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

Funding source	Amount (£)	Constraints, dependencies or risks and mitigation
GBF	£700,000	GBF funding is required to enable this development and unlock the associated benefits.
Castle Point Borough Council	£172,696	A Report is being presented to Cabinet on 16 September 2020 seeking confirmation of Council commitment to cover this spend. This is considered low risk.
South Essex Parking Partnership	£39,000	Allocation of funding confirmed by SEPP Joint Committee on 5 September 2019
<b>Total project value</b>	<b>£911,696</b>	

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

The funding request to SELEP is for **£700,000** of investment from the Getting Building Fund.

The funding will not constitute State Aid on the basis that the infrastructure delivered will be available to users on an open, transparent and non-discriminatory basis

**1.12. Exemptions:**

This business case is prepared subject to Exemption 1 (Section 5.91 of the SELEP Assurance Framework 2019). All conditions can be met, as detailed below:

Exemption 1 Condition	Condition detail	Reason for compliance with Condition
i	The project benefits are notoriously difficult to appraise in monetary terms	The proposed works to upgrade Labworth car park will generate benefits. For example, the proposed works will deliver new EV charging points, the benefit of which will be enhancing the low carbon transport infrastructure of Canvey Island. However, it would be extremely difficult to attempt to calculate, attribute, quantify and monetise this benefit. Equally, the enhanced visual appearance of the car park will improve the visual amenity for residents and visitors, and enhance the overall experience, however measuring, quantifying and monetising this



		benefit would also be very complex. While there is some evaluation evidence of the amenity value of public realm improvements in town and city centres, no such data exists solely for car park surfacing improvements in tourist destinations
ii	The funding sought from SELEP is less than £2m	£700,000 of funding is sought (<£2m)
iii	To conduct further quantified and monetised economic appraisal would be disproportionate to the ask	Undertaking a detailed, quantified assessment of Value for Money and calculating the Benefit Cost Ratio would be disproportionate to the scale of the project and funding sought. For example, there is relatively little existing quantifiable information regarding the use of the car park beyond qualitative assessment of its poor condition (which is clearly verifiable) and anecdotal evidence of issues (i.e. seasonal flooding). Moreover, to calculate and quantify a reference case for the options assessment to feed into a comparative economic appraisal would be complex, reliant on assumptions and unnecessary given the compelling strategic case, the demonstrable strong public and business support, and the relatively low levels of funding sought. The economic appraisal of potential benefits and longer-term impacts would also be overly complex in the context of the scale of the project. For example, a clear objective for the project is to support the visitor economy and generate positive economic impacts for nearby businesses (i.e. improved parking for their customers throughout the year). However, to calculate the potential economic benefits for surrounding businesses would require disproportionately expensive primary survey work to establish their existing business models, typical revenues, forecasts and economic projections and seek to attribute change to the proposed project, especially since it will ultimately form part of a much broader masterplan.
iv	There is an overwhelming strategic case (with minimal risk in the other cases of the business case); and	There is a compelling strategic case, with demonstrable public and business support. In particular there is a pressing need to deliver proposals which will support the visitor economy of Canvey Island which was significantly affected by Covid-19. There is minimal risk presented by the other cases.
v	There are qualitative benefits which, if monetised, would most likely increase the benefit-cost ratio above 2:1	The potential qualitative benefits such as improving perceptions of place and enhanced quality of visitor experience are complex to monetise or quantify, but will contribute towards creating an overall enhanced place to optimise potential future regeneration outcomes and will

		significantly outweigh the costs of the scheme - both direct and indirect.
--	--	--

**1.13. Key dates:**

Planning approval is anticipated in September 2020 (application ref. 20/0454/FUL). Keegans, as design and project manager appointed on behalf of Castle Point Borough Council, following an initial feasibility study and selection of a preferred option, have managed the preparation and submission of the planning application and worked to revise the application in line with planning policy requirements. Planning Officers have confirmed the application – comprising the scheme in respect of which funding is sought – is currently in line with policy requirements and parking standards and have not identified any outstanding issues. The planning risk is low.

Following the grant of planning permission, key programme dates are set out as follows.

ITT:	08-Oct-20
Tender return date:	05-Nov-20
SELEP Accountability Board Meeting	18-Nov-20
Accept contract/place order	23-Nov-20
Pre-start meeting	02-Dec-20
Start on site:	04-Jan-21
Completion: no later than	21-May-21

The first due date for payment under the contract would be 4<sup>th</sup> February 2021, with all contract payments phased monthly (Feb- June '21). The proposed contract period is 20 weeks.

**The upgraded car park will be completed and open to the public from 21<sup>st</sup> May 2021.**

**1.14. Project development stage:**

Project development stages completed to date			
Task	Description	Outputs achieved	Timescale
Draft Masterplan development <b>(FUNDING NOT REQUIRED)</b>	Masterplan prepared which included the proposed relocation of Labworth Car Park	Stakeholder preference to retain in current location but deliver upgrades	Completed first stage in 2018
Detailed Feasibility <b>(FUNDING NOT REQUIRED)</b>	Keegans prepared a feasibility study, including testing alternative options, dated 09/2020	CPBC selected a preferred option in January 2020	Completed January 2020
Topographic Survey	Keegans commissioned a topographic survey	Topographic survey completed to	Completed April 2020

<b>(FUNDING NOT REQUIRED)</b>		inform scheme design	
Scheme Design <b>(FUNDING NOT REQUIRED)</b>	Keegans developed the scheme design based on CPBC's preferred option	Fully costed scheme design	Completed July 2020
<b>Project development stages to be completed</b>			
<b>Task</b>	<b>Description</b>		<b>Timescale</b>
Planning Application <b>(FUNDING NOT REQUIRED)</b>	Planning application submitted 15/07/2020. Determination of the application is still pending, but Officers have confirmed the scheme is policy compliant, and thus low risk.		Currently underway (determination expected 19/9/20)
Full business case <b>(FUNDING NOT REQUIRED)</b>	Development of this business case to support funding application from GBF		Completion by 11/9/20
Procurement <b>(FUNDING NOT REQUIRED)</b>	Invitation to Tender will be issued 08/10/2020		Completed by 19/11/2020
Implementation <b>(FUNDING IS REQUIRED)</b>	The works will commence 04/01/2021		Completion by 21/05/2021
Evaluation <b>(FUNDING NOT REQUIRED)</b>	Y1 Monitoring and Evaluation Report to be provided – comprising details of parking usage and revenue details to be shared		Completion by June 2021

#### 1.15. Proposed completion of outputs:

The following phases for the project have been completed prior to this application.

1. Feasibility study – completed by Keegans in January 2020
2. Preparation of detailed drawings and outline design took place February-July 2020
3. Planning Application – submission 15 July 2020

Planning permission is anticipated to be granted in September 2020, following positive consultee responses and the submission of minor scheme revisions confirmed by planning officers to be compliant with adopted policy and guidance.

Detailed design, preparation of specifications and contract documents for the Invitation to Tender (ITT) are being prepared by Keegans and are due for completion by 8<sup>th</sup> October 2020 with the Contract Award Notice due to be issued w/c 23<sup>rd</sup> November 2020, following receipt of tender returns, and subject to SELEP Accountability Board Approval for the project on 20<sup>th</sup> November 2020 .

**Subject to grant of funding, the works will start on site on 4 January 2021 with the completion of the works, and the delivery of all initial project outputs, by 21 May 2021.**

The key principal project outputs are:

- A 6,833 sq m resurfaced and reconfigured car park, including 5,549 sq m of porous, ecoblocks
- 203 car parking bays, inclusive of 12 Blue Badge disabled bays
- 10 Electric Vehicle charging points
- Segregated vehicular access and egress
- New steps up to the seawall
- Reduction of localised surface water flood risk for the entire 0.69ha site.

## 2. STRATEGIC CASE

*The Strategic Case should present a robust case for intervention, and demonstrate how the scheme contributes to delivering the SELEP Strategic Economic Plan (SEP) and SELEP's wider policy and strategic objectives. It includes a rationale of why the intervention is required, as well as a clear definition of outcomes and the potential scope for what is to be achieved.*

*The outlook and objectives of the Strategic Case need should, as far as possible, align with the Monitoring and Evaluation and Benefits Realisation Plan in the Management Case.*

### 2.1. Scope / Scheme Description:

This proposal, which forms an important **early phase of wider masterplanned improvements** to the Canvey Island seafront (outside of the scope of this application for funding), is a **deliverable, 'shovel ready', low-risk** proposition which **can be delivered by May 2021** to provide an enhanced parking facility to **support the Canvey Island visitor economy**.

Delivering enhancements to Canvey Island Seafront, and attracting more commercial investment to improve leisure, recreational and employment opportunities are **key, identified regeneration priorities for Castle Point Borough Council**<sup>1</sup>. The importance of addressing these priorities has been **amplified by the economic impacts of Covid-19** which detrimentally affected Canvey Island's visitor economy. The proposed improvements to Labworth Car Park are a key limb of the plan to deliver and catalyse regeneration outcomes.

Labworth car park is situated between the Canvey Island sea wall to the south and Western Esplanade to the north. It is split in half by an existing, under-used ramp providing access to the sea wall. The existing hardstanding car park to the east of the ramp is in a **poor state of repair with numerous potholes and trip hazards**. The western car park comprises areas of rough, compressed gravel and grass. The lack of marked bays in either part of the car park restricts capacity and efficiency of use. **The car park often floods** due to surface water build-up and poor drainage, **reducing capacity and use during the winter**. The existing car park does not provide any accessible Blue Badge disabled parking bays or charging points for electric vehicles.

The existing car park therefore **provides limited year-round use, is exclusionary to certain user groups – including the mobility-impaired, does not cater for sustainable modes of travel and cumulatively does not provide the quality of facility necessary to either support either the increased resilience or the growth of the local visitor economy**.

**Improvements to Labworth Car Park were highlighted as a key priority during a public consultation process** which Castle Point Borough Council conducted in 2018 in relation to a proposed, draft Canvey Seafront Masterplan, prepared by Bell Phillips architects. The initial masterplan envisaged the relocation of Labworth Car Park to Labworth Green itself, to unlock the space currently occupied by the car park and adjacent to the sea wall for recreational uses, including a landscaped boardwalk. In response to public and stakeholder consultation, the relocation of the car park and the creation of a board walk were identified as potentially undeliverable due to the potential cost and funding requirements. Additionally, local businesses (including the amusement park operators adjacent to Labworth Car Park, and the Labworth Restaurant adjacent on the seafront) were keen to ensure that any proposals for Labworth Green would allow for their potential expansion. Following this feedback, the Council propose to instruct a revised masterplan based on the proposed upgrade to the existing Labworth Car Park – subject to this funding application – alongside complementary proposals to the adjacent

Labworth Green which will enhance its quality and vitality (i.e. introduction of sculpture, new signage, the expansion of the existing amusements), proposed enhancements to east-west connectivity through upgrades to the sea wall path, enhancements to the seafront area (i.e. public toilet provision, creation of a piazza) and upgrades to a car park further west at Thorney Bay (this package of works are due to shortly be implemented following the successful grant of funding by the Coastal Communities Fund ). **Accordingly, these proposed improvements to Labworth Car Park form an important early phase of a comprehensive, well supported, proposed plan of action for Canvey seafront which has been endorsed by the Council's Cabinet<sup>2</sup>, local businesses and stakeholders including the Environment Agency and Essex County Council Highways.**

The Council's plan of action focuses on the importance of implementing improvements which will support the introduction of new attractions to **reduce the seasonality of the visitor economy**, which largely relies on trade from Easter to September.

The proposed car park improvements will therefore play a key role in relation to the wider visitor economy, both in terms of **building resilience** (i.e. providing a usable parking facility, much less susceptible to flooding and therefore more attractive to 'out of season' visitors), helping to **safeguard existing employment**, and acting as a **catalyst for future economic growth** by providing the high-quality visitor amenities required to support new and additional visitors.

The proposed car park improvements will deliver the following:

- The existing sea wall access ramp will be removed (with replacement steps up to the sea wall provided) to unlock a **more efficient layout** and an **increase in capacity to support an increase in visitor numbers**.
- The two separate parking areas will be **consolidated and resurfaced** using porous 'ecoblocks' to **improve visual amenity**, provide **improved drainage** and **eliminate localised surface water flooding**.
- Revised access/egress arrangements will **improve safety** and **reduce potential vehicle conflict**.
- Bay markings will be introduced to **increase the capacity from c.180 bays to 203 bays, including 12 Blue Badge bays** (where there are currently none);
- **Electric Vehicle (EV) charging points** will be provided to contribute to provide an important node in Canvey Island's **low carbon transport infrastructure**.

The proposed package of works will **remedy existing deficiencies** of the car park, **improve its visual amenity, increase capacity** and **allow its year-round use** by **eliminating localised surface-water flood risk**.

The works will also future-proof the car park by, **providing accessible and inclusive access for a range of user groups – including young families, the elderly and the mobility impaired**, supporting the wider **health and wellbeing agenda** by providing a facility which will **encourage visitors to access and exercise at the seafront**, and **supporting the low carbon transport agenda**.

**The risk to the delivery of this proposal is very low.** Approval of a low risk, policy compliant planning application (ref. 20/0454/FUL) is due shortly. The works will take place on land owned by the Council and additional sources of funding, to supplement this application for funding, have

---

<sup>2</sup> Castle Point Borough Council – Cabinet Meeting 16/10/2018 (Agenda Item 7(b) Canvey Island Seafront – Report of the Leader of the Council, Cabinet Members for Regeneration and Business Liaison; Environment and Leisure; Streets, Floods, Waste and Water Management)

been secured from the South Essex Parking Partnership and the Council itself. The proposed works have been designed and scoped appropriately and will not be complex to either procure or deliver. Stakeholder and public support for the proposals has been demonstrated, including from the Environment Agency – a key stakeholder given their management of the sea wall and coastal defences.

This proposition therefore represents a **low-risk, deliverable proposition** capable of delivering **immediate short-term benefits**, with **potential longer-term catalytic effects** in relation to supporting both additional intensity of outputs from the existing visitor economy out of season, together with **potentially supporting future, wider economic growth**.

The proposed works to improve Labworth Car Park are therefore closely aligned with the core objectives of the Getting Building Fund to **drive economic growth, create new jobs and support a green recovery**.

## 2.2. Logic Map

<b>Inputs</b>	<b>Outputs</b>	<b>Outcomes</b>	<b>Impacts</b>
<p><b>For all schemes:</b></p> <p>Take from section 1.10 / Financial Case</p> <p>Grant Spend (SELEP - GBF) £700,000</p> <p>Matched Contributions Spend £177,319 (Castle Point Borough Council) £39,000 (South East Parking Partnership)</p> <p>Leveraged Funding £0</p>	<p><b>For all schemes:</b></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"> <li>• <b>A 6,833 sq m resurfaced and reconfigured car park</b>, including 5,549 sq m of porous, ecoblocks</li> <li>• <b>203 car parking bays</b>, inclusive of <b>12 Blue Badge disabled bays</b> (net uplift of 23 in total)</li> <li>• <b>10 Electric Vehicle charging points;</b></li> <li>• <b>Reduction of localised surface water flood risk for the entire 0.69ha site through use of SUDs.</b></li> </ul>	<p><i>Influenced by details in sections 2.1, 3.4, 3.5, 3.10</i></p> <p><b>For schemes of £2m of funding or less:</b></p> <p>- applicable as the total funding requested is £700,000 (&lt;£2 million)</p> <p>Increased visitor numbers</p> <p>Increased car park usage by currently excluded user groups</p> <p>Increased use of EV charging infrastructure</p> <p>Increased visits outside of peak season</p>	<p><b>For schemes of £2m of funding or less:</b></p> <p>- not applicable as the total funding requested is £700,000 (&lt;£2 million)</p>

### 2.3. Location description:

Castle Point Borough Council Car Park (known as Labworth Car Park)  
Western Esplanade  
Canvey Island  
Essex  
SS8 0AY  
Labworth Car Park is highlighted red on the map below.

*Figure 1 – Location map*



Labworth Car Park provides parking provision for the main central Canvey Island seafront area being centrally located in relation to the principal beach locations to the west (Thorney Bay) and east (Concorde beach). The car park is 0.7 miles (15-minute walk) from Canvey town centre and is served by the no. 21 bus route which has services to Southend (approx. 10 miles to the east).

Labworth car park sits to the north of, and is protected by, the Canvey Island sea wall flood defence (managed by the Environment Agency). The sea sits to the south of the sea wall. To the north of the car park is Western Esplanade (running east-west) which turns into Furtherwick Road (north-south) and which forms the perimeter of Labworth green space located to the north-east of Labworth car park.

The principal visitor attractions on Canvey Island seafront are located to the east of the site with family amusements situated to the east of Labworth Green at the junction of Furtherwick Road and Eastern Esplanade, and a range of visitor attractions and food and beverage outlets further east along Eastern Esplanade. Labworth car park supports the commercial activity along the seafront.

As existing, the car park is divided in two by an access ramp running north-south from the corner of Western Esplanade/Furtherwick Road up to the top of the sea wall. This ramped access has a gradient of approximately 1:12 and has a rough gravel surface. Due to the gradient and surface material, the ramp is not compliant with Disability Discrimination Act (1995) statutory requirements. Further ramped access is also situated at the eastern end of the car park – this sits outside of the site boundary.

The eastern half of the car park is predominantly tarmac hardstanding, albeit in poor condition and heavily potholed, and shared vehicular access and egress are from the corner of Furtherwick Road/Western Esplanade. The western end of the car park is accessed separately with shared access and egress from Western Esplanade. The surface of the western car park is a mix of rough compressed gravel and grass. This part of the car park suffers from localised surface water flooding due to poor surface permeability.

The site is wholly in the ownership of Castle Point Borough Council; the sea wall (outside of the site boundary), and the ramp is managed by the Environment Agency, although it is important to note that they are fully supportive of the proposals to remove the ramp (see Figure 2 below)

*Figure 2 – photo (looking south) at the ramp dividing the two halves of Labworth car park*



Existing Ramp

#### 2.4. Policy context:

SELEP explicitly recognise the importance of **regenerating and investing in coastal communities**, to both create great places for its residents and businesses, and to unlock economic growth. SELEP's Strategic Economic Plan (2014) acknowledges the importance of the

tourism and visitor economy, particularly in coastal areas<sup>3</sup>. SELEP's Economic Strategy Statement (2018) identifies '**Creating Places**' as one of SELEP's top five priorities.

SELEP's Coastal Communities Economic Prospectus (2020) identifies the challenges faced by coastal communities and calls for **investment to stimulate economic growth to break the cycle of deprivation** and '**level up**' coastal communities. This prospectus identifies that a key economic opportunity for coastal towns is the **evolution of the visitor economy into a higher-value, year-round proposition**. A further ambition is to **improve the quality of places**, including **investing in the environmental fabric of seafronts**<sup>4</sup>. The Prospectus further identifies a number of specific propositions: a key '**place proposal**' is the **targeted stimulation of public realm and infrastructure improvements in coastal towns**.

The Association of South Essex Local Authorities (ASELA) has identified a number of priorities for investment to **support healthier lifestyles**, work towards a **long-term vision of creating a single park system – South Essex Estuary Park, enhancing and connecting local places** and **creating a new Electric Vehicle infrastructure network**<sup>5</sup>.

At a local level, Castle Point Borough Council there has been a **long-standing aspiration to deliver significant public realm improvements on Canvey Seafront** as part of a broader programme of investment and regeneration, identified as an important priority in the Castle Point Regeneration Partnership's Regeneration Framework<sup>6</sup>.

The Economic Plan (2017) for Canvey Island continues this commitment to masterplanned improvements to the seafront. Whilst recognising the strength of Canvey Seafront as a family-friendly visitor destination, it also identifies a number of short-term goals/initiatives including the development of a Masterplan to include **improvements to car parking** and **disabled access**<sup>7</sup>.

The draft Local Plan includes a specific policy relating to the Canvey Seafront Entertainment Area, which includes Labworth Car Park. Draft policy outlines that the Council will prepare a masterplan for this area, setting out a clear vision and objectives, with **realistic investment plans** to provide new entertainment facilities and **improvements to the public realm**<sup>8</sup>.

The Council has commenced the masterplan preparation process alongside the development of the draft Local Plan. **Significant public and stakeholder feedback** has been received in relation to the draft masterplan, emphasising the **importance of improving car parking facilities** and ensuring that the proposals are both **deliverable** as well as ensuring they will not fetter the potential future ability of existing commercial operations (i.e. amusements) on Labworth Green to potentially expand in the future.

Draft Local Plan policy also identifies that the transport network in Castle Point will be enhanced to **support greater opportunities to walk and cycle** across the borough<sup>9</sup>.

Canvey Island seafront **sits outside of the Benfleet and Southend Marshes Special Protection Area**: a designated site **vulnerable to recreation pressure**. Investment in Canvey

---

<sup>3</sup> SELEP (2014) – Strategic Economic Plan, para. 2.22

<sup>4</sup> SELEP (2020) – An Economic Prospectus for the South East Coast

<sup>5</sup> ASELA (July 2020) - Growth and Recovery Prospectus

<sup>6</sup> Castle Point Regeneration Partnership (2008) – Castle Point Regeneration Framework: Phase One Delivery Programme 2008-2021

<sup>7</sup> Coastal Communities Initiative: Canvey Island Team – Economic Plan, 2017 – Chapter 14

<sup>8</sup> Castle Point Borough Council – Draft Local Plan (2018) Draft Local Policy ECS (Canvey Seafront Entertainment)

<sup>9</sup> Castle Point Borough Council – Draft Local Plan (2018) Draft Local Policy TP1 (Transport Strategy)

Seafront to make it more attractive to recreational users will assist in **relieving pressure on the protected area** and achieving the objectives of the Essex Coast Recreation Avoidance and Mitigation Strategy (RAMS).

There is a strategic policy framework supporting investment in improvements to Labworth Car Park: the proposals align with SELEP's strategic, place-making objectives for coastal communities, with local planning, economic development and regeneration policy further promoting a coordinated, masterplanned approach to enhancing Canvey Seafront as a viable, year-round visitor attraction, delivering low-carbon transport infrastructure and facilitating inclusive and accessible access for residents and visitors to the Seafront and coastal path.

The regional and local policy context is further closely aligned with the core objectives of the Getting Building Fund, including unlocking economic growth and delivering a green recovery.

## 2.5. Need for intervention:

The UK Government has expressed an over-arching commitment across its policy agenda to 'level up' the UK. There are national, regional and local dimensions to levelling up. It is widely acknowledged that some coastal communities experience significant socio-economic challenges, even relative to their immediate localities. This is the case with Canvey Island.

Canvey Island is situated within the local authority area of Castle Point. A number of socio-economic indicators for Castle Point emphasise some of the challenges faced: job density is the lowest of any district in SELEP at 0.5 jobs per person, compared with an average figure across the UK of 0.86<sup>10</sup>.

Furthermore, the skills levels of local residents are comparatively very low – for example, only 17.5% of Castle Point's population have Level 4 Qualifications, compared with 33.% across SELEP, and 38.9% across the UK<sup>11</sup>. The proportion of residents employed in skilled occupations across Castle Point is also very low, below 40%<sup>12</sup>, and average median resident incomes are also much lower than the majority of non-coastal areas within SELEP<sup>13</sup>.

GVA per head for Castle Point, at £14,523 (2017 figures) is also significantly lower than the average across the South East at £38,683. Whilst productivity and economic output improved across SELEP 2014-16, the majority of growth occurred away from coastal communities – SELEP's Coastal Communities Economic Prospectus identifies the risks inherent in this trend continuing and potentially creating a more divided region between the coast and inland areas<sup>14</sup>.

Educational outcomes, particularly at secondary and 16-18 levels, are below average compared with national benchmarks<sup>15</sup>, a longstanding issue across Castle Point<sup>16</sup>.

Socio-economic indicators across Castle Point and Canvey Island have been deteriorating in recent years. According to the 2019 English Indices of Deprivation, there has been a marked

---

<sup>10</sup> SELEP (2020) – An Economic Prospectus for the South East Coast – Figure 5 (data sourced from the ONS Local Authority Profiles: Job Density)

<sup>11</sup> SELEP (2020) – An Economic Prospectus for the South East Coast – Figure 11 (data sourced from OBS 2016 Sub National Population Projections)

<sup>12</sup> SELEP (2020) – An Economic Prospectus for the South East Coast – Figure 10

<sup>13</sup> SELEP (2020) – An Economic Prospectus for the South East Coast – Figure 13 (data sourced from ONS, 2019)

<sup>14</sup> SELEP (2020) – An Economic Prospectus for the South East Coast – para. 10.9

<sup>15</sup> [www.compare-school-performance.service.gov.uk](http://www.compare-school-performance.service.gov.uk)

<sup>16</sup> Castle Point Regeneration Partnership (2008) – Castle Point Regeneration Framework: Phase One Delivery Programme 2008-2021

increase in deprivation in Castle Point between 2010 and 2019. Canvey Island has several neighbourhoods within the 20% most deprived areas of the country. Canvey has experienced significant decline in the Indices of Multiple Deprivation between 2007 and 2019. During this time Canvey Island South Ward dropped 4 deciles, Canvey Island Winter Gardens ward dropped 3 deciles, and Canvey Island West ward dropped 2 deciles. Canvey Island has one neighbourhood (Canvey Island South) that is within the 10% most deprived areas in the country for Living Environment indices – this neighbourhood adjoins Labworth Car Park<sup>17</sup>.

Whilst SELEP's Coastal Communities Economic Prospectus identifies Canvey Island as a 'mostly prosperous coastal community', the evidence points to significant, worsening local pockets of deprivation and more widely there are clear socio-economic challenges and under-performance relative to the regional context.

Within this wider context, Canvey Island seafront stands out as a key strength of the locality: the Economic Plan for Canvey Island recognises its importance as a family-friendly destination for residents and visitors, contrasting with the nearby seaside attractions of Southend. In recent years, the Council has invested in upgrading and refurbishing the tidal pools on the beach, and upgrades to the Thorney Bay parking facilities further to the west are due to be implemented shortly, following receipt of Coastal Communities Funding. The quality and range of seafront attractions and food and beverage offer has also improved. The combination of the path along the sea wall, the beaches and the visitor attractions provides a strong mix of leisure and recreation opportunities for residents and visitors alike.

However, the local visitor economy is heavily seasonal, and largely reliant on trade between Easter and September. The strategic challenge for many coastal communities of diversifying the economy and reducing seasonality is recognised both by SELEP and the Council.

Moreover, access for residents and visitors to participate in recreational exercise and the local visitor economy, is compromised. Labworth Car Park, the principal car park serving Canvey seafront, is in a poor state of repair: it does not provide a level surface and is exclusionary to user groups including young families, the elderly and mobility impaired; it has poor surface-water drainage so is susceptible to surface-water flooding reducing its capacity out of season; and it does not provide any infrastructure to support low carbon transport. Cumulatively it provides very poor visual amenity, constrains the Council's ability to encourage the transition to Electric Vehicles and detracts from the overall experience for residents and visitors.

Castle Point Borough Council has long advocated a masterplanned approach to promoting, coordinating and delivering public realm investment in Canvey Island seafront. This recognises, in line with SELEP priorities, the importance of delivering high-quality places to unlock potential economic growth. In response to a draft masterplan, local businesses have identified the importance of delivering high-quality parking facilities to both safeguarding the existing economy and potentially unlocking economic growth.

It is necessary for the Council to deliver these public parking facilities: it is the principal landowner on Canvey Island seafront, and in the absence of a Council-led scheme to enhance the parking facilities within its control it is unrealistic to assume these parking facilities would come forward on private land by a private-sector operator. Due to the flood risk rating of the site, there is no alternative land use for Labworth Car Park. The Council is able to take a comprehensive view of parking improvements to optimise potential outcomes. For instance, it is hoped an improved, accessible facility will diversify the potential user groups visiting the Seafront, including those more excluded groups currently unable to use the Car Park. Similarly,

---

<sup>17</sup> The 2019 English Indices of Deprivation, Essex County Council (data source MHCLG)

the provision of EV charging points will contribute to wider aspirations to deliver an EV network across Castle Point. Investment in improving access to the seafront coast path for recreational exercise could also reduce pressure on nearby sensitive and protected environmental assets. These outcomes would not necessarily be deliverable or prioritised if parking delivery were to be left to the private sector.

Accordingly, the proposed car park improvements will contribute towards improving wellbeing and accessibility outcomes for business, residents, and visitors to Canvey Island seafront. Furthermore, investing in this public realm and environmental improvement scheme will help build Canvey Island's economic resilience by delivering infrastructure to support economic activities outside of the peak season, enhancing inclusivity and accessibility, and contributing to establishing the pre-conditions for attracting further investment to drive economic growth.

## 2.6. Sources of funding:

Covid-19 has had a significant impact on the Council's finances and reduced its capacity to invest in schemes like this. Notwithstanding the Covid-19 driven pressures on its finances, the Council has committed **£172,696** from its reserves towards the capital cost of the project.

Castle Point Borough Council forms part of the South Essex Parking Partnership (SEPP), a Council-run organisation which brings together all on-street-based parking services for 7 local authorities in South Essex (Essex County Council, Chelmsford, Brentwood, Basildon, Maldon, Rochford and Castle Point). At its meeting on 6 December 2018 the Joint Committee approved the allocation of £816,140 from the operational fund between the Partnership authorities for schemes and projects which are in accordance with Section 55 of the Road Traffic Regulation Act 1985. The Joint Committee agreed to equally share the £816,000 between the seven Partner Authorities (£116,000 each), subject to each partner authority providing details to the SEPP Joint Committee demonstrating that the funding will be used as per the requirements of Section 55 of the Road Traffic Act 1984.

Castle Point Borough Council secured approval from the SEPP Joint Committee on 5 September 2019 for the use of **£39,000** of their allocation towards funding improvements to Labworth Car Park, in accordance with Section 55 of the Road Traffic Act 1984.

Regarding the **£700,000 shortfall** to cover the remaining project costs, the Council can confirm that there are no opportunities arising from pooled Section 106 planning obligations (financial contributions) or CIL contributions at the current time noting that Castle Point Borough Council does not have an adopted CIL Charging Schedule.

There are no opportunities to obtain private sector contributions to the car park upgrades on the basis that ownership and management of the car park resides with the Council (and SEPP), who also benefit fully from revenues received.

Accordingly, **£700,000** of funding is sought from the Getting Building Fund to deliver this project.

The Council sees this project as helping to deliver immediate short-term impacts through supporting the rebound of the visitor economy via upfront investment in the seafront area. This is expected to help trigger subsequent investment by the private sector which in turn will support regeneration of the seafront in line with masterplans for the area.

## 2.7. Impact of non-intervention (do nothing):

## Environment

The existing car park has **drainage issues** and is **prone to surface-water flooding**, particularly during the autumn and winter months. The flooding **reduces capacity** and adversely affects the usability of the car park. **Without investment, the flooding issues will not be resolved and the existing poor-quality surface condition of the car park will continue to worsen.**

As a consequence, the car park detracts from the **visual amenity of the environment** of this important seafront location, both for residents and visitors. Without intervention, this amenity will deteriorate further.

Upgrading car parks within their ownership, by providing Electric Vehicle charging points, is an important aspect of the Council's approach to supporting the transition to a low carbon transport infrastructure. Labworth Car Park – indeed none of Castle Point's existing car parks - currently does not have this infrastructure so **failure to invest will delay the establishing of this green transport infrastructure network on Canvey Island.**

The nearby Benfleet and Southend Marshes Special Protection Area is a designated site vulnerable to recreation pressure. Failure to invest Labworth Car Park will **increase pressures on this sensitive local environment**. By contrast, improving the car park will make it more attractive for local people and visitors to engage in recreation and leisure activities away from the SPA, taking pressure off the SPA.

## Economy

The combination of poor surface quality and surface-water drainage issues **reduces the capacity** of the car park, particularly during localised surface-water flood events – this can occur even during peak season. **Existing capacity will further reduce as the surface conditions deteriorate, which will happen without future investment.** Existing and ongoing capacity constraints due to lack of investment hinder the potential of this parking facility throughout the year. This will **negatively affect the potential of the local economy to build its resilience by attracting residents and visitors outside of peak-season**, as well as also **potentially limiting the car park's ability to service existing demand during the peak season.**

A number of local leisure operators have expressed an interest in expanding their premises but rely on the availability of local parking facilities for their patrons. The existing parking at Labworth Car Park is of poor quality and will only continue to deteriorate. Failure to invest in the upgrade of the car park could **adversely affect the growth potential of the local economy** as well as signalling that the rest of the masterplan could potentially be **unfeasible and undeliverable**. This **could have negative effects in terms of discouraging potential commercial investment by raising doubts amongst local businesses regarding the deliverability of the Council's regeneration priorities.**

Whilst market conditions could well be conducive to attracting commercial investment in the future, local businesses have identified that improved parking facilities are necessary to unlock future expansion so **failure of the Council to invest in its parking facilities – which are outside of the control of nearby economic operators – potentially undermines wider future development, irrespective of market conditions.** Investment in this car park cannot in itself **guarantee the expansion and growth of nearby leisure facilities, however without investment this growth is unlikely to happen**

## Society

The existing car park does not provide adequate facilities for all user groups. The lack of any Blue Badge parking bays, combined with the poor quality, pot-holed and frequently flooded surface, as well as the sea wall ramp which is not DDA access compliant, means the car park is **socially exclusionary** to a number of potential user groups, including the elderly, carers for children young people (i.e. buggy access) and disabled users with mobility constraints.

## 2.8. Objectives of intervention:

### Project Objectives

**Objective 1: Delivering the first stage of a wider masterplanned programme** for enhancing Canvey Seafront: creating an environment to **promote and encourage further investment**.

**Objective 2: Increasing the resilience** of the local Canvey Island seafront economy year-round and supporting **access outside of peak season** by providing an increased number of **high-quality, flood-proof parking** facilities for **residents and visitors**.

**Objective 3:** Supporting the **transition to a low carbon economy** through the provision of Electric Vehicle charging infrastructure.

**Objective 4:** Enhancing the **inclusivity and accessibility** of Canvey Island seafront through providing parking facilities that cater for all user groups including young families, the elderly and the mobility impaired.

**Objective 5:** Supporting the **health and wellbeing** of visitors and residents through improving **access to the coastal path for walking and cycling**

### Problems or opportunities the project is seeking to address

**Problem / Opportunity 1:** There is localised surface-water flooding to the current car park reducing its capacity and usability and which is leading to further year-on-year deterioration.

**Problem / Opportunity 2:** There is a lack of parking provision as existing for all user groups, including young families, the elderly and the mobility impaired. This is exclusionary.

**Problem / Opportunity 3:** The transition to a low carbon transport network cannot occur until the requisite Electric Vehicle transport infrastructure is provided.

**Problem / Opportunity 4:** The resilience and growth potential of the local economy is compromised by the lack of high-quality parking which is usable year-round.

[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				
	<b>Problem / Opportunity 1: Localised surface-water flood risk – reducing capacity and usability</b>	<b>Problem / Opportunity 2: Lack of existing inclusive and accessible parking facilities</b>	<b>Problem / Opportunity 3: Lack of existing infrastructure to support low carbon electric vehicles</b>	<b>Problem / Opportunity 4: Compromised resilience and growth potential of the local economy</b>
<b>Objective 1:</b> Delivering the first stage of a wider masterplanned programme for enhancing Canvey Seafront: creating an environment to promote and encourage further investment.	✓✓	✓✓	✓✓	✓✓✓
<b>Objective 2:</b> Increasing the resilience of the local Canvey Island seafront economy <u>year-round</u> and reducing seasonality by providing high-quality, flood-proof parking facilities for residents and visitors.	✓✓✓	✓✓	✓✓	✓✓✓
<b>Objective 3:</b> Supporting the transition to a low carbon economy through the provision of supporting electric vehicle	0	✓	✓✓✓	✓✓



charging infrastructure.				
<b>Objective 4:</b> Enhancing the inclusivity and accessibility of Canvey Island seafront through providing facilities that cater for currently excluded user groups	✓✓✓	✓✓✓	✓	✓✓
<b>Objective 5:</b> Supporting health and wellbeing of visitors and residents through improving access to the coastal path for walking and cycling	✓✓	✓✓✓	✓	✓✓

**2.9. Constraints:**

- 1. Lack of funding** – the biggest single delivery constraint is the lack of funding. Without this, the scheme cannot progress.
- 2. Impact on local parking provision during construction works** – during the delivery of the proposed works there will be a temporary reduction in available car parking for residents and visitors. Whilst a development constraint, the works are proposed to take place during the off-season to minimise potential adverse economic, accessibility or wellbeing impacts with adequate parking available in the surrounding vicinity (out of season) to mitigate effects on a temporary basis.

**2.10. Scheme dependencies:**

- 1. Failure to secure funding** – Failure to secure funding from the Getting Building Fund would result in a significant funding gap and the scheme could not be delivered.
- 2. Planning permission has yet to be granted** – an application was submitted 15 July 2020 for the Preferred Option and permission is anticipated to be granted during September 2020. There have been no submitted objections and key stakeholders (i.e. the Environment Agency) have confirmed their support. Following minor scheme revisions during the application’s determination, Planning Officers have confirmed that the proposals are currently compliant with planning policy and guidance. Accordingly, the planning risk of this application pending determination is low.

- 3. Environment Agency Approval is required** - this has already been secured in principle following positive pre-application consultation and a positive response to the planning application in their role as a statutory consultee.

#### 2.11. Expected benefits:

The proposed improvements to Labworth Car Park will deliver the following principal benefits:

##### **Environmental:**

- Provision of EV charging points to support the transition to a low carbon transport network.
- Reduced risk of localised surface-water flooding through use of porous 'ecoblock' paving (a form of Sustainable Urban Drainage System (SUDS)).
- Encouraging visitation of the Canvey Island seafront as a year-round recreational exercise destination which will reduce recreational pressures on the Benfleet and Southend Marshes Special Protection Area.

##### **Social**

- Enhanced visual amenity for residents and visitors, improving perceptions of the physical environment of Canvey Island seafront.
- Providing accessible and inclusive parking facilities, inclusive of Blue Badge parking bays, suitable for use by young families, the elderly and the mobility impaired.
- Improving year-round access to the seafront to facilitate its increased use for recreational exercise.

##### **Economic**

- Increased parking capacity to support increased visitor numbers and support the existing local economy.
- Improved quality of parking provision – including eliminating flood-risk – to provide year-round parking in support of a more resilient local economy, supporting visitors outside of the peak season.
- Delivering the first phase of the masterplanned improvements to Canvey Island seafront, enhancing the quality of place and public realm, to support future identified business aspirations for growth and investments in other planned improvements

#### 2.12. Key risks:

The key project risks are summarised in Section 6.6 and set out more fully in Appendix C.

The planning risk is considered to be very low. Planning officers have confirmed the proposals are compliant with planning policy and guidance, there are no outstanding issues to address, no objections have been received and support has been confirmed by key stakeholders including the Environment Agency. Approval is anticipated in line with statutory target determination period (i.e. mid-September).

Three key risks worth highlighting are:

- a) Covid-19 – there is a risk of a second-wave of infections and a second lockdown during the proposed construction period. This is beyond the control of the project. However, it is noted that the proposed works package can readily be delivered in the current context of adopting safe Covid-19 working practices, aided to a significant extent by the outside nature of the works. This risk will be monitored.

- b) Adverse weather conditions – these could potentially affect the programme due to the timing of the works coinciding with January-May period; however an appropriate buffer has been built into the target programme by Keegans to mitigate this risk.
- c) Supply chain/contractor/sub-contractor insolvency – robust checks will be undertaken during the ITT/PQQ stage and any issues arising during the delivery process will be monitored closely. Emphasis will be placed on the selection of a robustly solvent contractor which can demonstrate a strong and diverse supply chain.

Risk associated with the proposed cost of the project is considered to be low with an appropriate, industry standard contingency allowance adopted for what is considered to be a relatively straightforward package of groundworks and landscaping.

Notwithstanding these potential delivery risks, which are not considered major risks to the delivery of this relatively straightforward package of works, robust mitigation measures have been proposed by Keegans based on best practice approaches successfully employed elsewhere, including on behalf of the Council.

An over-arching dependency is the failure to secure investment from the Getting Building Fund, without which the project cannot progress. Assuming this can be secured then the project is demonstrably 'shovel ready' and all risks are considered to be potentially mitigated to the extent that delivery can be ensured before May 2021.

### 3. ECONOMIC CASE

An AST and BCR are not required as the cost and value of the scheme is less than £2 million.

#### 3.1. Options assessment:

##### Options considered

In the context of the Need for Intervention (Section 2.5) and the identified Project Objectives (Section 2.8), a number of options were considered at the outset of the project. Given the limited scale of project (car park improvements) a single, iterative options assessment has taken place:

1. **Do nothing**
2. **Invest in upgrades to the Canvey Island Seafront car park on the Eastern Esplanade** (located on the seafront to the east of the site) – no additional capacity or surface upgrades feasible, EV charging point installation and Blue Badge provision
3. **Relocate Labworth car park** to the north-east of Labworth Green to **unlock the use of the existing location for recreational uses** (i.e. boardwalk, playspace etc) – increase capacity, install EV charging points and Blue Badge bays
4. **Upgrade the existing Labworth car park** – improve surface, reduce flood risk, install EV charging points and Blue Badge bays

##### Options Assessment

**Option 2 was dismissed at the outset** on the basis that the existing Canvey Island Seafront car park is in good condition: the existing hard-standing surface does not require any significant repairs or upgrades; the existing drainage systems are sufficiently robust to prevent any surface-water flooding issues arising; **there is limited opportunity to deliver additional benefits and satisfy wider policy objectives**; the existing size of the car park (<100 parking bays) and existing configuration means there is limited, if any scope, to increase the capacity of this car park. It was concluded that **Option 2 would generate minimal benefits and demonstrate poor alignment with wider policy objectives, or the desired Project Objectives.**

Having discarded Option 2, the Council appointed architects to prepare a masterplan for the renewal and enhancement of Canvey Seafront, for public consultation in 2018, in line with the masterplan-led approach promoted in adopted planning and economic development policy. The architects **focused on optimising placemaking outcomes and potential wider regeneration benefits, rather than deliverability and incorporated Option 3**: this option was shown to be capable of potentially delivering **wide-ranging benefits** arising from ‘unlocking’ the existing Labworth car park site to be utilised for a range of recreational and leisure functions, including a boardwalk, playspace, seating areas, public gardens and art, **promoting health and wellbeing outcomes**. The proposals also **aligned with proposed adjacent place-making initiatives** (i.e. a proposed new public piazza adjacent to the Eastern Esplanade), and **high-quality, accessible parking was indicated to be delivered on Labworth Green.**

Whilst demonstrating **strong alignment with strategic policy objectives** and the **potential to deliver wide-ranging public benefits** **Option 3 was dismissed** on the basis that whilst local residents and businesses **supported the proposed upgrade of parking facilities**, local business operators on Labworth Green expressed concern that the relocation of parking adjacent to their premises **could potentially fetter their future expansion or impact adversely on their business**. Council stakeholders also advised that **Option 3 could incur significant costs and would not be a deliverable proposition given local authority funding constraints.**

**Option 4** – the proposed comprehensive upgrade of Labworth Car Park - was therefore identified as the **Preferred Option** for the following reasons:

- a) **Strategic alignment** – possible to incorporate as part of wider masterplanned improvements and deliver outcomes across a number of strategic policy priorities spanning accessibility, economic growth, sustainability, environmental improvements, health and wellbeing.
- b) **Value for Money** – significant potential benefits potentially arising relative to the potential cost of intervention (with significant certainty of cost based on previous project and implementation)
- c) **Deliverability** – a more readily feasible solution from a cost perspective compared with Option 3 (albeit detailed costs had not been established), also low stakeholder risks (feedback from which advised against Option 3).

### 3.2. Preferred option:

The Preferred Option (shown in Figure 3) comprises the following upgrade works to Labworth car park in the context of the endorsed wider masterplan approach (Figure 4):

- Removal of sea wall access ramp (agreed via consultation with the Environment Agency);
- Reconfiguration to increase capacity from c. 180 unmarked bays to 203 marked bays;
- Provision of 12 x Blue Badge bays
- Provision of 10 x EV charging points
- Resurfacing of car park utilising grass-filled, porous Ecoblocks (a form of Sustainable Urban Drainage System) i.e. eliminating the requirement for installation of a drainage system
- Reconfiguration of access/egress to provide separate access (western end) and egress (eastern end) to mitigate safety concerns.

*Figure 3 – The Preferred Option (pending planning determination)*

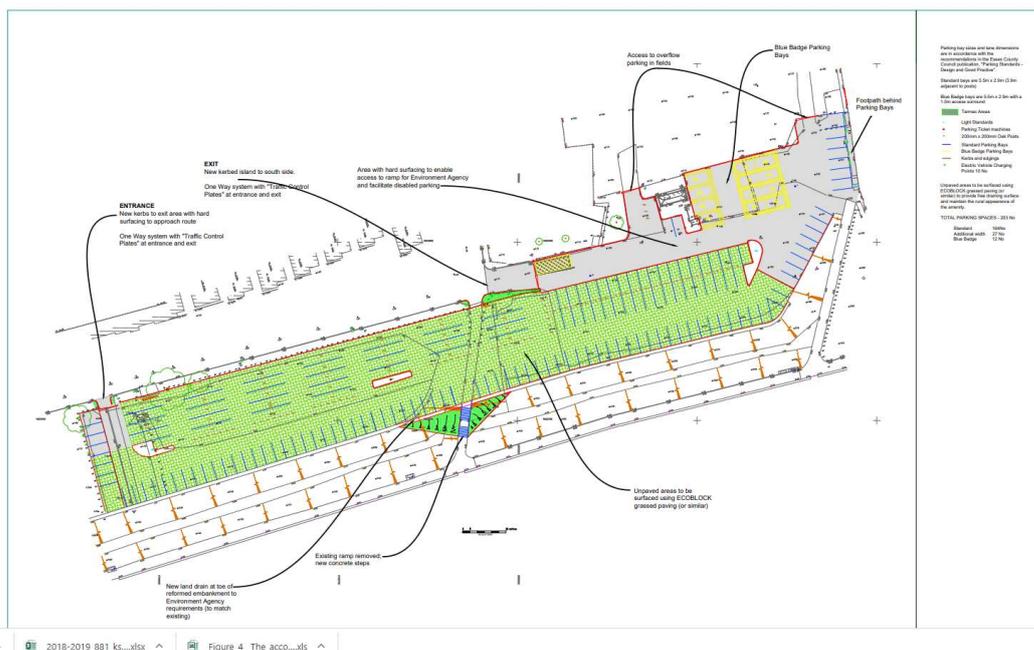


Figure 4 – the basis for the revised masterplan, endorsed by Castle Point Council’s Cabinet (note the enhanced car park in blue – i.e. proposed upgrades to Labworth Car Park)



The Preferred Option aligns with the proposed Objectives set out in Section 2.8, as below:

Objective	Preferred Option Alignment
<p><b>Objective 1: Delivering the first stage of a wider masterplanned programme</b> for enhancing Canvey Seafront: creating an environment to <b>promote and encourage further investment</b>.</p>	<p>A revised masterplan (pending preparation) will incorporate the proposed upgrades to Labworth car park which are the basis of this funding request. The requirement for a masterplan-led approach is clearly set out in policy and guidance (see Section 2.4). Improvements to the quality and capacity of car parking were identified by local stakeholders during consultation as a key priority, and existing traders have expressed a desire to potentially expand their existing operations) onto Labworth Green earmarked in the original masterplan for the relocated parking.<sup>18</sup> The Preferred Option sets the ‘direction of travel’ for the evolving Masterplan reflect stakeholder priorities and has been endorsed by the Council’s Cabinet. The Preferred Option will also deliver a high-quality design outcome (i.e. grass-filled Eco-Blocks) to enhance visual amenity and contribute to creating a high-quality environment to improve the visitor experience and support the economy.</p>
<p><b>Objective 2: Increasing the resilience</b> of the local Canvey Island seafront economy <b>year-round</b> and <b>reducing seasonality</b> by providing <b>high-quality, flood-proof parking</b> facilities for <b>residents and visitors</b>.</p>	<p>The proposed design of the Preferred Option will utilise grass filled Ecoblock recycled plastic paving (or a similar approved product). The open cell structure of these units provides high surface water infiltration and is suitable for Sustainable Urban Drainage Systems (SUDS) and will eliminate the risk of localised surface-water flooding to allow for year-round use to support a more resilient economy.</p>
<p><b>Objective 3: Supporting the transition to a low carbon economy</b> through the provision of Electric Vehicle charging infrastructure.</p>	<p>The Preferred Option will deliver 10 x EV charging points.</p>

<sup>18</sup> Castle Point Borough Council, Cabinet Report (16 October 2020) – Agenda Item 7(b)  
South East LEP Capital Project Business Case  
Page 28 of 106

<p><b>Objective 4:</b> Enhancing the <b>inclusivity and accessibility</b> of Canvey Island seafront through providing parking facilities that cater for all user groups including young families, the elderly and the mobility impaired.</p>	<p>The Preferred Option will provide 12 x accessible Blue Badge spaces (on level Dense Bitumen Macadam) at the eastern end of the car park, closest to the seafront attractions, to enhance accessibility.</p>
<p><b>Objective 5:</b> Supporting <b>health and wellbeing</b> of visitors and residents through improving <b>access to the coastal path for walking and cycling</b></p>	<p>The Preferred Option will deliver an increase in inclusive, accessible, high-quality parking – available year-round – and directly adjacent to the coastal path providing clear potential for increasing the use of this recreational asset.</p>

### 3.3. Assessment approach:

Given the relatively limited scope and extent of the proposed intervention - proposed upgrades to an existing car park – consideration of the potential impacts of the proposal, both direct and indirect, has been focused on a high-level qualitative assessment rather than quantitative.

The master planned renewal and enhancement of Canvey seafront is a clear planning, economic development and regeneration priority for Castle Point Borough Council. The provision of car parking is an enabling condition, not an end in itself for the proposed masterplanned regeneration.

An assessment of potential impacts has therefore been undertaken in the context of the overarching priority of supporting the wider masterplan and its intended regeneration outputs and outcomes. Whilst the emerging masterplan is still in ‘draft’ form, stakeholder priorities have clearly identified the ‘direction of travel’ following consultation on an initial iteration, with an emphasis on ensuring deliverability and upgrading existing car parking to support wider potential benefits such as the potential future expansion of existing economic operators in the visitor economy. Stakeholder feedback eliminated the prospect of the only other feasible solution to upgrading car parking provision – the relocation of Labworth car park to Labworth Green.

These drivers have shaped the potential scope of works: there is only one feasible option for improving parking provision in the immediate vicinity Canvey seafront central (upgrades further west to parking at Thorney Bay are too far from local businesses to support their existing trade or further growth aspirations): upgrading Labworth car park. In this context, there is a limit to the advantages of adopting complex quantitative or qualitative impact assessment methods which would be disproportionate in the context of the self-evident benefits and impacts which could result from improving upon the existing parking provision.

A number of possible direct benefits have been identified which could arise from upgrading the existing Labworth car park: increases in accessibility, capacity, usability, visual amenity, visitor trips, reducing localised flood risk and contributing to the provision of low carbon infrastructure are all potential benefits, albeit relatively limited in scope.

The scope of work has been refined to optimise the range of potential positive impacts – both immediate and wider in scope (i.e. taking the opportunity to include EV charging points given the potential longer-term and wider benefits of supporting low-carbon transport infrastructure, even if removing them from the scheme could have saved costs).

However on the basis that the range of potential benefits are self-evidently a significant improvement on the ‘do nothing’ scenario, the clear deliverability constraints which have ruled out other options, and the overarching principle that this proposal represents an enabling piece of

public realm investment in the context of a much wider regeneration masterplan, it was considered appropriate to qualitatively appraise the number and scope of potential impacts at a high-level only, without adopting complex quantitative or qualitative methods (including multi-criteria analysis). This is considered a proportionate approach to the options assessment given the limited scale and complexity of project and in line with the Council's approach to justifying investment in car park upgrades elsewhere in the Borough.

### 3.4. Economic appraisal assumptions:

Not required for this application as the funding sought (£700,000) and the total cost of the scheme (£916,319) are both less than £2 million.

### 3.5. Costs:

Given the limited scale and complexity of the Preferred Option – i.e. upgrades to a car park – the total estimated project cost (inclusive of risk-adjusted contingency), at £911,696, is less than the £2 million threshold above which this template would have otherwise required the quantified calculation of a Benefit Cost Ratio.

This template instead requires a qualitative Value for Money rationale to be presented.

Accordingly, detailed consideration is not given to an assessment of public sector costs (and calculation of the numerator for the BCR ratio calculation) which would be a disproportionately onerous requirement in the context of these proposals.

The project costs are set out in detail in the Financial Case (Section 5.4). These have been estimated by the Council's appointed design consultant and project manager, Keegans, based on detailed designs. In the context of previous comparable projects delivered by the Council and by Keegans, these costs are considered to represent a credible and robust cost estimate:

Estimated works costs	£868,365
Estimated Fees	<u>£ 43,331</u>
<b>Total Estimated Project cost</b>	<b>£911,696</b>

Scheme costs (or disbenefits) arising from the proposals are anticipated to be minimal. Additional congestion, noise and air pollution is anticipated to be relatively low given the relatively marginal intensification of the land use (i.e. net addition of 23 additional parking bays) and could be off-set, to an extent, through the incorporation of 10 EV charging points.

### 3.6. Benefits:

As per the guidance set out in this template, on the basis the project value (£916,319) is less than £2 million, a quantified economic appraisal will not be undertaken in this instance; instead, a qualitative Value for Money rationale will be provided (see Section 3.8).

Accordingly, recognising the disproportionately complex and onerous implications of quantifying initial and adjusted benefits, instead a qualitative description of the potential direct, indirect, immediate and wider benefits arising from the proposed car park improvements is set out below.

- Increasing the capacity from c. 180 unmarked bays to 203 marked bays to facilitate a potential increases in the potential numbers of visitors and spend in the vicinity of Canvey Island seafront



- Through increasing capacity during peak season, there will be reduced reliance on the use of the adjacent Labworth Green for overflow parking, thus enhancing the usability of this space as a recreational amenity for visitors and residents
- The provision of car parking spaces which will be usable year-round – using SUDS to eliminate the existing localised flood-risk – thus enhancing the potential for improving the resilience of the local visitor economy through the provision of parking infrastructure to support year-round economic operators.
- Reducing localised surface-water flood risk for 0.69ha of land through the incorporation of SUDS
- An increase in car parking revenues resulting from increased use of the car park which the Council will reinvest back into upgrades and maintenance of car parking facilities across the Castle Point Borough and into initiatives that support the local economy. Revenues for Labworth Car Park for 2019/20 totalled c.£69,000. An initial estimate is that the proposed increase in usability out of season could generate an additional 5-10% of revenue (£3,450-£6,900) per annum which will be recycled back into the Council's operational business plan for investment elsewhere in the Borough. The enhanced attractiveness of the car park could also attract additional visitors and increase revenues further.
- The proposals will increase the accessibility and inclusivity of access to Canvey Island seafront through providing 12 x Blue Badge bays and level access for a range of user groups who are currently unable to readily use the existing car parking facility at Labworth.
- The proposals will provide enhanced visual amenity for residents, businesses and visitors, contributing to an improved experience for all users and local residents, including for residents of the adjacent South Canvey neighbourhood, one of the 10% most deprived in the country.
- The delivery of a high-quality, accessible parking facility close to Canvey Island seafront and adjacent coastal path will increase the profile and perceived attractiveness of this location as a destination for recreational exercise which will contribute to promoting and facilitating health and wellbeing outcomes for Canvey Island residents and visitors,
- Improvements in the quality, accessibility and capacity of Labworth car park could enhance its attractiveness to recreational visitors who might otherwise have visited the Benfleet and Southend Marshes Special Protection Area which is designated as at risk from recreational pressures
- The provision of 10 x EV charging points will facilitate increased visits by low carbon vehicles, supporting the long-term transition to a low carbon transport economy.
- Improving perceptions of Canvey Island seafront and enhancing its potential as a regeneration and investment opportunity, increasing the potential deliverability of the wider masterplanned improvements.

In relation to qualitatively assessing the potential benefits of the proposal in respect of supporting potentially increased visitor numbers, consideration has been given to the potential for displacing visitor expenditure from other locations. It is not considered that this represents either a likely or materially harmful probable outcome:

- a) Canvey Island seafront is recognised as quite a distinct attraction in the locality providing a contrasting seaside experience to the nearby locations, namely Southend-on-Sea. Canvey Island seafront is acknowledged, and promoted, as a family-friendly visitor destination attractive to families with pre-teenage children, which contrasts with Southend's visitor offer. The aspiration of public investments to date (i.e. refurbishment and enhancements to the seafront tidal pool) and the focus of the emerging masterplan is to reinforce this point of difference rather than compete directly. The Preferred Option will support and reinforce this aspiration.
- b) The proposed works will improve the quality of the car park, as well as the capacity, however the proposed capacity increase will only be c. 23 bays, unlikely to result in any material visitor expenditure displacement from alternative locations.

- c) The proposals will improve the usability of the facility out of peak season and help support a more resilient local economy, however the impacts are unlikely to be materially significant given the heavily seasonal nature of the existing economy and the estimated gradual pace of change.
- d) The proposals are significantly focused on enhancing the accessibility and inclusivity of the existing facility which is considered to be a strategic objective which over-rides any minor concerns regarding displacement of visitors from other locations.
- e) There is one scenario where some level of visitor displacement would be welcomed: the intention of the proposals is to support the perception of that Canvey Seafront is accessible to all user groups as a year-round destination for recreational exercise – if this attracts visitors/residents who might have otherwise exercised at Benfleet and Southend Marshes Special Protection Area this would be considered to be a positive outcome as currently the Marshes are designated as vulnerable to recreational pressures and fewer visitors would help mitigate this risk.

Cumulatively it is therefore considered that the potential benefits which could potentially arise from supporting increased resident and visitor trips are unlikely to be materially offset by encouraging displacement of visitor expenditure.

### 3.7. Local impact:

The proposals could contribute toward the delivery of a number of potential local impacts:

- Potential regeneration benefits through enhancing the quality of environment and supporting place-making outcomes which will be important in attracting future external investment and supporting investment from existing businesses
- Delivering parking infrastructure which will support the immediate visitor economy by providing a facility which can be used out of peak season, thus providing enabling development to enhance the resilience of the local economy
- Increasing the attractiveness of Canvey Island seafront to a more diverse range of user groups through the provision of inclusive and accessible parking, reinforcing its position as a key visitor destination
- Through supporting wider regeneration outcomes and providing supporting infrastructure and public realm necessary for potential future economic growth, the proposal could contribute towards reducing socio-economic deprivation in the area through supporting job creation
- Supporting potential health and wellbeing outcomes for local residents through providing improved, year-round access to the Canvey Island sea front coastal path, a key location for recreational exercise

### 3.8. Economic appraisal results:

The overall cost of the scheme, at £911,696, is significantly less than £2 million. In accordance with the template guidance, a **qualitative Value for Money rationale** is provided in the absence of a quantified economic appraisal.

The proposed estimated scheme costs have been prepared on the basis of detailed designs for a relatively straightforward package of works principally comprising groundworks and landscaping to deliver parking upgrades. Both the Council and their delivery partner, Keegans, have significant experience of delivering car park upgrades and the estimated project costs, associated QRA contingency, and risk assessment is predicated on extensive professional experience of planning, design, procurement and delivery. Accordingly, subject to the receipt of ITT responses in line with estimates – again, considered probable based on the experience of the delivery partners – the project costs are considered robust.

In this context, the range and extent of potential benefits qualitatively identified in Section 3.6 are weighed against a cost basis which is estimated with a significant degree of confidence. In this context, the direct estimated project outcomes – improvements to accessibility, reduction in flood risk, enhanced visual amenity and environmental quality, increased capacity to support increased visitor trips throughout the year – are likely to be significant in themselves and likely generate monetisable benefits. However, the principal, over-arching benefit to the proposals is the role the delivery of high-quality parking facilities could play in supporting and unlocking wider regeneration benefits: the wider enhancement and renewal of Canvey seafront is being taken forward by the Council based on a masterplanned approach, with a sound basis in adopted policy with strong stakeholder endorsement. Delivering enhanced car parking facilities at Labworth car park is a crucial first step in the delivery of this masterplan, with potential to support much wider regeneration outcomes: a less seasonal and more resilient local economy which can be accessed throughout the year, supporting the expansion of existing leisure operators onto land originally earmarked for the relocation of Labworth car park, and even potential wider environmental benefits that could arise from assisting on relieving recreational pressure on nearby protected Marshes, through facilitating improved access to Canvey seafront as a location for recreational exercise.

The potential wider benefits represent strong alignment with policy and funding priorities at all levels and are proportionately and demonstrably significant in the context of the relatively low financial cost of these proposals; all the more compelling when considering the potential timeframe for delivery: a shovel-ready project which could be delivered by May 2021 to bolster the ongoing recovery of the Canvey Island visitor economy.

The proposals therefore represent enabling public realm improvements that will contribute towards the delivery of wider strategic benefits and constitute a compelling proposition from a Value for Money perspective.

## 4. COMMERCIAL CASE

*The commercial case determines whether the scheme is commercially viable and will result in a viable procurement and well-structured deal. It sets out the planning and management of the procurement process, contractual arrangements, and the allocation of risk in each of the design, build, funding, and operational phases.*

### 4.1. Procurement options:

The design of the proposed works has been largely completed as part of the detailed feasibility study undertaken by Keegans, acting as the Council's lead consultant in respect of scheme design, project management and procurement. This detailed feasibility study followed the identification of the Preferred Option, as an outcome of the Masterplan process. The detailed designs have been submitted to the planning authority for approval and have been refined during the process in response to comments from the planning officers and to ensure policy compliance. As a consequence, the scheme design has progressed to significant level of detail, confidence and accuracy. Accordingly, the procurement approach considered most appropriate a traditional, competitive tender.

This is considered appropriate in the context of a low-risk, relatively straightforward package of works to be delivered in respect of which little advantage would have been gained from adopting a design and build approach.

This approach is in line with the approach the Council has taken to upgrading car parks as part of its wider car park investment programme – with no significant obstacles, delays or budget over-runs experienced - albeit in this instance Keegans have been involved to advise and lead the project design and procurement due to their experience of designing and procurement in respect of car parks with similar constraints and material requirements (i.e. eco-paving to enhance visual amenity and mitigate flood risk).

### 4.2. Preferred procurement and contracting strategy:

The procurement exercise will be undertaken by Keegans, who have undertaken a number of procurement exercises on the Council's behalf and who will provide professional advice to the Council and undertake the procurement in accordance with the Council's Commissioning and Procurement Policy and the Council's procurement toolkit. Council approval to progress the procurement and to award the contract to the highest scoring and compliant tenderer will be required prior to award of contract (awarded on a 60:40 Cost:Quality basis), based on a recommendation provided by Keegans. The tender opportunity, because it is above £25,000, will be published on the Council's website and through the "Gov.UK" website "contracts finder", in pursuant to the "Local Government Transparency Code 2015". The Delta portal which the Council uses to manage its procurements links with the Gov.Uk Contract Finder website.

The project will be managed by a JCT Minor Works form of contract with independent Contract Administrator and Quantity surveyor. Council officers/Keegan's will liaise with the Council's Legal team who will be responsible for the drafting and signing of the legal agreement.

The proposed spend programme set out in the Financial Case is in line with the costed designs prepared with a significant degree of detail and accuracy by Keegan's. The procurement timeframes set out in Section 1.13, 6.7 and Appendix D are based on Keegan's extensive experience of coordinating traditional competitive tenders for comparable packages of work.

#### 4.3. Procurement experience:

The Council has in recent years directly overseen the extension, upgrading and resurfacing of a number of Council car parks. As a consequence of this car park investment programme, six car parks i.e. School Lane, Oak Road, Richmond Hall, Hart Road, Rectory Road and Essex Way have now achieved the nationally recognised Park Mark award. The Council has also obtained the Disabled Parking Accreditation (DPA) award for Waterside Farm, Rectory Road, Hart Road, Oak Road and Richmond Hall car parks.

The Council has sought professional assistance with this project because of the complexities associated with remodelling of the car park, removal of the ramp and the need to reduce localised flooding issues.

The design consultant, Keegans, for this project has previous experience of the proposed structural form (i.e. porous eco block paving) having undertaken a very similar project for Hampshire Police adjacent to a Grade 2 listed headquarters property. The prime driver in this project was to maintain the green appearance of the facility and provide significantly increased parking capacity whilst ensuring adequate surface water drainage through surface permeability. This scheme secured planning approval continues to be in use with an attractive appearance after more than 10 year's use. Lessons learnt from this project included the benefit of using soil and seed infill to the eco blocks instead of gravel to provide enhanced visual amenity.

Additionally, Keegans have significant understanding of working and delivering projects on behalf of the Council, including at the locality (i.e. project managing the remodelling of the tidal pools on Canvey Island seafront to the east of Labworth Car Park)

#### 4.4. Competition issues:

No competition issues are anticipated. The use of the Delta procurement portal will allow fair and equitable access to the project by a wide range of contractors and it is believed that suitable Civil Engineering contractors will be keen to undertake the work.

The Council has through its recent car park investment programme and other capital projects awarded contracts to a number of locally operating contractors who have completed works to a high standard. We would anticipate that contractors who we have previously used would be capable of undertaking the necessary works and interested in tendering for the Labworth Car Park improvement works. The Council will proactively make them aware of the tendering opportunity.

#### 4.5. Human resources issues:

No human resources issues are considered to be associated with this scheme.

#### 4.6. Risks and mitigation:

For the avoidance of doubt, it is considered that the allowed cost contingency (5%) is appropriate to mitigate against the risk of potential cost over-runs in the context of a low-risk, non-complex set of proposed works. No major risks have been identified in relation to either the planning or delivery of the scheme (see Management Case Section 6.6 and Appendix C). Positive supply chain and contractor relationships and proactive project management by Keegans on behalf of the Council will be implemented to mitigate the majority of potential risks.

However, in the event of a cost over-run arising, the Council will mitigate financial risk by covering any shortfall. A report is scheduled to go to the September meeting of Cabinet seeking authority for the Head s151 Officer in consultation with the Head of Environment and the Cabinet Member for Finance to approve any additional funding required to cover any cost-overrun should the tenders received exceed the funding already secured for this project from the Council, the Getting Building Fund and the South Essex Parking Partnership.

In advance of the Cabinet Meeting on 16 September, lead Members have been briefed by the Chief Executive and have indicated in-principle support for the project. Securing support from the Cabinet to cover both the indicated funding contribution and the risk of any potential cost overrun is anticipated to be low.

#### 4.7. Maximising social value:

Tenders will be invited and appraised on a Cost:Quality basis. The Quality component of the ITT and tender assessment will include specific requirements for tenderers to identify their Social Value policies and tenderers will be required to demonstrate their commitment to social value under the following categories:

- **Economic**
  - Local Employment
  - Apprenticeships and training
  - Work placement schemes for schools and colleges/visits etc
  - Opportunities for people with disabilities,
  - Use of local suppliers, sub-contractors etc
- **Environmental**
  - Reducing carbon footprint/pollution and improving air quality e.g. electric cars, reducing mileage, energy-efficient equipment
  - Decreasing congestion e.g. car-sharing and cycle to work schemes
  - Minimising waste
  - Using environmentally friendly goods
  - Saving energy
  - Sustainability
- **Social**
  - Support for local communities, charities etc
  - Community engagement, hosting community events etc
  - Volunteering
  - Staff well-being etc

The appointed Contract Administrator will monitor contractor compliance against agreed social value outcomes.

## 5. FINANCIAL CASE

*The Financial Case determines whether the scheme will result in a fundable and affordable Deal. It presents the funding sources and capital requirement by year, together with a Quantitative Risk Assessment (QRA), project and funding risks and constraints. All costs in the Financial Case should be in nominal values<sup>19</sup>.*

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

### 5.1. Total project value and funding sources:

The total project cost is £916,319

<b>Funding source</b>	<b>Amount (£)</b>	<b>Constraints, dependencies or risks and mitigation</b>
GBF	£700,000	GBF funding is required to enable this development and unlock the associated benefits.
Castle Point Borough Council	£172,696	Subject to formal Cabinet approval (meeting is on 16 September 2020) and dependent on GBF funding being secured. Cabinet Members have been briefed and are in support of the project. There is a strong likelihood Cabinet approval will be granted.
South Essex Parking Partnership	£39,000	Allocation of funding confirmed by SEPP Joint Committee on 5 September 2019
<b>Total project value</b>	<b>£911,696</b>	

The project costs and fees will be invoiced on a monthly basis, anticipated on an even, pro rata basis across the contract period. The first payment will be February 2020 and thereafter on an even basis until June 2020 (5 x monthly payments). The precise drawdown will be confirmed subject to ITT returns and contractual agreement.

It is assumed, therefore that 40% of the costs (2 x monthly payments) will be incurred in February and March 2020 (FY 20/21) totalling c. £364,678.

The SEPP funding allocation (secured) and GBF funding (subject to approval) will be deployed first.

On this basis, £39,000 of SEPP funding and £325,678 of GBF Funding will be spent in FY 20/21.

60% of project costs (3 x monthly contract payments) are anticipated to be incurred in FY 21/22 across March – June 2020, totalling £547,018.

<sup>19</sup> Nominal values are expressed in terms of current prices or figures, without making allowance for changes over time and the effects of inflation.

Project costs in FY 21/22 are anticipated to be met through a combination of the remaining GBF funding allocation - £374,322 – and the proposed Council funding contribution of £172,696 (subject to Cabinet approval on 16 September 2020). The Council will also commit to covering potential cost over-run (subject to Cabinet approval on 16 September 2020).

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

The funding request to SELEP is for £700,000 of investment from the Getting Building Fund.

#### 5.3. Costs by type:

Cost type	Expenditure Forecast				
	17/18 £000	18/19 £000	19/20 £000	20/21 £000	20/22 £000
Capital [For example by stage, key cost elements for construction, and other cost elements such as contingency, overheads and uplifts]				348	522
Non-capital [For example revenue liabilities for scheme development and operation]					
QRA				17	25
Monitoring and Evaluation					
<b>Total funding requirement</b>				365	547
Inflation (%)					

It is confirmed that the Financial Case does not include Optimism Bias.

#### 5.4. Quantitative risk assessment (QRA):

The estimated costs for the project are as shown below. A total contingency of 5% has been allowed for which is considered an appropriate reflection of the level of risk associated with this relatively straightforward package of works and in line with typical contingency allowances for comparable ground works and landscaping proposals.

Item	Amount
<b>temporary works</b>	£ 7,500.00
<b>SITE PREPARATION</b>	
Demolitions and removal	£ 3,421.58
Break out macadam and gravel surfaces, strip topsoil etc	£ 18,576.40
Allowance to excavate bund, ramp etc	£ 2,245.90
New steps, landscaping to beach access path	£ 10,500.00
<b>LAND DRAINAGE</b>	
100mm perforated pipe land drain with terram wrap and granular surround connected to existing surface water drainage system	£ 19,585.00
<b>KERBS AND ISLANDS</b>	
Excavate for and lay kerbs, edgings, concrete etc to islands	£ 32,572.59



<b>MACADAM SURFACING</b>	
Excavate sub soil from new car park area to a depth of 550mm below finished level.	£ 68,786.59
250mm deep consolidated sub base to macadam areas	£ 43,507.26
DBM macadam surface	£ 181,405.57
<b>CELLULAR PAVING</b>	
Excavate sub soil from new car park area to a depth of 350mm below finished level.	£ 7,110.10
250mm deep consolidated sub base with a 10/20mm sand blinding layer to area of cellular concrete paving	£ 57,732.05
Geotextile membrane over entire site area as specification clause D20.550	£ 4,725.19
Ecoblock plastic grass paving reinforced with BS4483 steel mesh reinforcement A193 for traffic up to 4.3 Tonnes with a point load of 10.77KN/m <sup>2</sup> .	£ 180,921.98
Infill cells in paving with sand:soil seed mix.	£ 23,769.03
<b>LANDSCAPING etc</b>	
200mm square oak posts @ 1200mm centres as specification clause Q50	£ 7,480.00
General landscape renovation works, bollards etc	£ 14,450.00
Signage, marker posts, parking meters etc	£ 7,553.98
Street lighting (solar powered)	£ 8,550.00
Electric car charging points with payment system	£ 18,750.00
<b>ESTIMATED WORKS COST</b>	<b>£ 719,143.21</b>
Contractors Prelims etc @ 15%	£ 107,871.48
Contingency Sum (including design contingency) @ 5%	£ 41,350.73

**TOTAL ESTIMATED WORKS COST £ 868,365.42**

<b>Consultants Fees (Including lump sum disbursements)</b>		
Braintree Framework - Lot 3 - Building Surveying Services (£750,000-£1,000,000)	3.25%	£ 28,222
Braintree Framework - Lot 5 - Quantity Surveying Services (£750,000-£1,000,000)	1.20%	£ 10,420
Braintree Framework - Lot 6 - Principal Designer Services (£750,000-£1,000,000)	0.54%	£ 4,689
	<b>Total Estimated Fees</b>	<b>£ 43,331</b>
<b>Total Estimated Project Cost</b>		<b>£ 911,696</b>

### 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
Capital source 1 – Getting Building Fund				326	374	
Capital source 2 – SEPP allocation (confirmed)				39		
Capital source 3 – CPBC (confirmed)					173	
<b>Total funding requirement</b>				365	547	

Castle Point Borough Council secured approval from the SEPP Joint Committee on 5 September 2019 for the use of **£39,000** towards funding improvements to Labworth Car Park, in accordance with Section 55 of the Road Traffic Act 1984.

Castle Point Borough Council has confirmed a contribution of £172,696 towards the capital costs of the works. Approval of this funding – as well as covering any risk of potential cost over-run - is being sought from Cabinet at a formal Cabinet Meeting on 16 September 2020. Lead Members have been briefed and have indicated their support both of the project and the allocation of this funding. The risk of this funding not being approved is low.

The key funding risk associated with this scheme is the contribution of the Getting Building Fund allocation, which is the subject of this proposal.

### 5.6. Funding commitment:

It is confirmed that Castle Point Borough Council as lead applicant will cover any cost overruns relating to expenditure and programme delivery. The funding is subject to formal approval by Cabinet on 16 September 2020.

### 5.7. Risk and constraints:

CPBC have considered project and funding risks and constraints in consultation with Keegans and have prepared a Risk Management Strategy which is set out in Appendix C, below.

No major risks within the control of the delivery partners have been identified in relation to the project and contract delivery.

Section 6.6 considers strategic, over-arching risks such as the impact of Covid-19, adverse weather conditions, and contractor/supply chain issues in more detail. These are all considered risks which can be managed. Whilst Covid-19 impacts could be significant, and are less controllable, if these impacts materialised they would affect the whole construction industry and, assuming the current risk-profile is maintained (i.e. requirement to adopt Covid-19 safe working practices), the risk is manageable in the context of this project – indeed the outside nature of these proposed public realm improvements lend themselves to Covid-19 safe working.

The SEPP funding allocations has been confirmed and there is no risk to this funding pots.

Cabinet endorsement of the proposed CPBC funding allocation, and agreement to cover any risk of cost-overrun, is being formally sought on 16 September 2020. In advance of the Cabinet Meeting on 16 September, lead Members have been briefed by the Chief Executive and have indicated in-principle support for the project. Securing support from the Cabinet to cover both the indicated funding contribution and the risk of any potential cost overrun is anticipated to be low.

The greatest funding risk, and indeed greatest risk to delivery, is that attached to the requirement to secure Getting Building Fund investment (£700,000) as without this investment, this project is not deliverable.

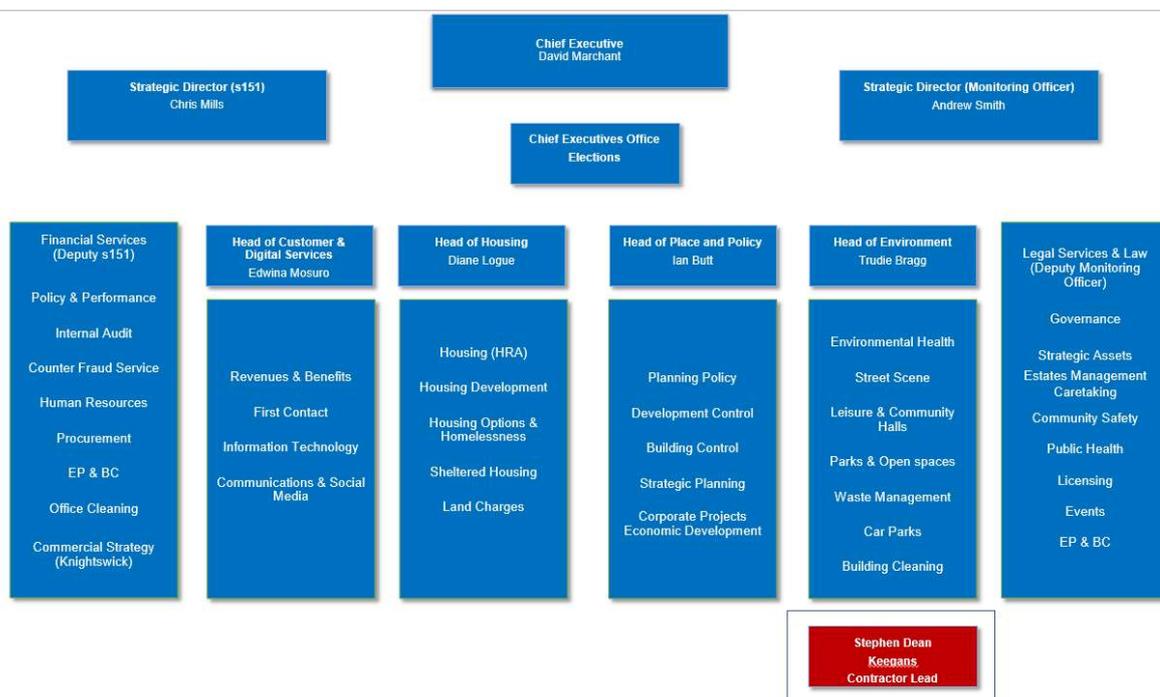
## 6. MANAGEMENT CASE

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:

Trudie Bragg will be the Senior Responsible Officer and Project Sponsor, keeping the Executive Management Team and Cabinet members informed of project progress, costs, implementation, associated risks and any other issues arising out of the project. Trudie Bragg is the Head of Environment reports directly to the Chief Executive and is a member of the Executive Management Team which meets on a weekly basis to discuss strategic and operational issues of corporate interest.

Figure 5 - Organogram showing CPBC management structure



Keegans will be the appointed Contract Administrator and CDM Principle Designer. Stephen Dean, will lead on this for Keegans, reporting to Trudie Bragg. This will involve regular and timely telephone conversations, email exchanges and site visits. A good working relationship already exists between the Council and Keegans as a result of the successful completion of a number of other high-profile projects within the borough such as the remodelling of the tidal pool at Canvey sea front and the refurbishment/upgrading of the Council's leisure centres and community halls.

#### 6.2. Approvals and escalation procedures:

The Head of Environment as the Senior Responsible Officer will be responsible for seeking the necessary approvals (i.e. approving the contractor selection in November 2020) and initiating escalation procedures, if required, in accordance with the Council's documented policies and procedures.

#### 6.3. Contract management:

The project will be managed as a standard JCT Contract with Keegans appointed as the Contract Administrator and CDM Principal Designer. Keegans will be responsible for all aspects of the contract and report to Trudie Bragg as the Employer in accordance with the contract provisions.

The timetable for the project will be incorporated into the contract documentation to ensure completion by the target date.

#### 6.4. Key stakeholders:

The Council undertook a significant and extensive consultation regarding the proposed masterplanned renewal and enhancements to Canvey Island seafront in 2018 on the basis of a draft masterplan prepared by Bell Phillips. Consultation feedback was provided by a wide range of stakeholders including residents, local businesses, the Canvey Island Coastal Community Team, the Canvey Seafront Working Group and local voluntary groups. The feedback received, detailed elsewhere in this document, expressly identified the priority for delivering parking improvements and shaped the identification of a Preferred Option for delivering car park upgrades, leading to the selection of improvements to Labworth car park as demonstrating the optimal approach to unlocking immediate and wider benefits.

Additionally, the Council acting as planning authority has undertaken public and statutory stakeholder consultations during the determination of the planning application (ref. 20/0454/FUL). No objections have been received. In principle support has also been provided by the Environment Agency, a key stakeholder, which manages the sea wall and has consented to the removal of the ramp which currently divides Labworth car park.

The Council will take responsibility for all stakeholder engagement and communications during the works and will utilise signage, social media posts and liaison with local groups including the Councillor Working Group and the Coastal Communities Team (which includes local businesses and voluntary groups).

#### 6.5. Equality Impact:

A formal EqIA assessment has not been undertaken and is not considered applicable to this scheme. However, the following equality issues have been considered in the feasibility and design stages.

- Improved surfacing, particularly in disabled parking areas, to prevent trips and falls
- Increased provision of formal Blue-Badge parking pays to modern design parameters
- Easy, paved access from Blue-Badge parking bays to local amenities and the seafront

## 6.6. Risk management strategy:

A Project/Contractual Risk Assessment and H&S Risk Assessment is attached at Appendix C having been prepared by Keegans. The risk assessments do not identify any major risks to the delivery of the project.

A number of risks of potentially medium magnitude have been identified with full mitigation details provided in Appendix C. Keegans have identified that all risks and mitigations identified are in line with those which would be anticipated by any competent contractor. Keegans will seek to mitigate the majority of risks through proactive project management and regular project management with the contractor, acting on behalf of the Council as Contract Administrator.

The planning risk is considered to be very low. Planning officers have confirmed the proposals are compliant with planning policy and guidance, there are no outstanding issues to address, no objections have been received and support has been confirmed by key stakeholders including the Environment Agency. Approval is anticipated in line with statutory target determination period (i.e. mid-September).

Three key risks worth highlighting are:

- a) Covid-19 – there is a risk of a second-wave of infections and a second lockdown during the proposed construction period. This is beyond the control of the project. However, it is noted that the proposed works package can readily be delivered in the current context of adopting safe Covid-19 working practices, aided to a significant extent by the outside nature of the works. This risk will be monitored.
- b) Adverse weather conditions – these could potentially affect the programme due to the timing of the works coinciding with January-May period; however an appropriate buffer has been built into the target programme by Keegans to mitigate this risk.
- c) Supply chain/contractor/sub-contractor insolvency – robust checks will be undertaken during the ITT/PQQ stage and any issues arising during the delivery process will be monitored closely. Emphasis will be placed on the selection of a robustly solvent contractor which can demonstrate a strong and diverse supply chain.

Notwithstanding these potential delivery risks, which are not considered major risks to the delivery of this relatively straightforward package of works, robust mitigation measures have been proposed by Keegans based on best practice approaches successfully employed elsewhere, including on behalf of the Council.

## 6.7. Work programme:

The detailed programme is attached at Appendix D.

The critical path is as follows:

- Securing planning approval before the end of September 2020 – considered to be low risk;
- Issuing the ITT during October 2020;
- Tender returns, analysis and Council approval of recommended contractor in mid-early November 2020 ahead of review and approval by the SELEP Accountability Board on 20 November 2020;
- Pre-start meeting and site mobilisation during December 2020;
- Commence works in early January 2021 to be complete by mid-May 2021.

Both CPBC, as project promoter, and Keegans as key delivery partner acting as Contract Administrator and CDM Principal Designer, are fully resourced and have confirmed the ability to

deliver outcomes in accordance with the identified critical path programme. The focus is on delivering the project outputs ahead of the principal tourist season starting in the Spring of 2021.

Keegans are confident that tender returns will be in line with cost estimates based on previous, comparable project experience.

#### **6.8. Previous project experience:**

Trudie Bragg, as the Head of Service responsible for the management and operation of the Council's leisure and recreational facilities, and car parks, has a track record of ensuring that important projects are delivered on time and within budget. These have included the refurbishment and remodelling of the Waterside Farm Leisure Centre (£5.4m), dryside extension and refurbishment of Runnymede Leisure Centre (£1m), tidal pool remodelling and safety improvements, the resurfacing and upgrading of Council owned car parks and playground renewal programme (£1m).

Ryan Lynch, the Council's Operational Services Manager who reports directly to Trudie has extensive experience of specifying and overseeing car park improvement works. He will be supporting Trudie in the delivery of this project.

Keegans, the design consultant for this project has previous experience of the proposed structural form having undertaken a very similar project for Hampshire Police adjacent to a Grade 2 listed headquarters property. The prime driver in this project was to maintain the green appearance of the facility while providing significantly increased parking capacity. This scheme not only met with approval by the Planning Authorities but has successfully achieved all objectives and continues to be in use with an attractive appearance after more than 10 years' use. Other, smaller schemes have been constructed in recent years.

#### **6.9. Monitoring and evaluation:**

See Appendix F for the completed Monitoring and Evaluation Report template and Baseline Report.

### 6.91 Logic Map

Objectives	Inputs	Outputs	Outcomes	Impacts
<p>Objective 1: Delivering the first stage of a wider masterplanned programme for enhancing Canvey Seafront: creating an environment to promote and encourage further investment.</p> <p>Objective 2: Increasing the resilience of the local Canvey Island seafront economy year-round and supporting access outside of peak season by providing an increased number of high-quality, flood-proof parking facilities for residents and visitors.</p> <p>Objective 3: Supporting the transition to a low carbon economy through the provision of Electric Vehicle charging infrastructure.</p> <p>Objective 4: Enhancing the inclusivity and accessibility of Canvey Island seafront through providing parking facilities that cater for all user groups including young families, the elderly and the mobility impaired.</p>	<p><b>For all schemes:</b></p> <p><i>Take from section 1.10 / Financial Case</i></p> <p>Grant Spend (Getting Building Fund) £700,000</p> <p>Matched Contributions Spend £172,696 (Castle Point Borough Council) £39,000 (South East Parking Partnership)</p> <p>Leveraged Funding £0</p>	<p><b>For all schemes:</b></p> <p><i>Influenced by detail in section 3.2.</i></p> <p><i>Also refer to metrics output metrics within Appendix E</i></p> <ul style="list-style-type: none"> <li>• <b>A 6,833 sq m resurfaced and reconfigured car park</b>, including 5,549 sq m of porous, ecoblocks</li> <li>• <b>203 car parking bays</b>, inclusive of <b>12 Blue Badge disabled bays</b> (net uplift of 23 in total)- <b>10 Electric Vehicle charging points</b>; <b>Reduction of localised surface water flood risk for the entire 0.69ha site through use of SUDs.</b></li> </ul>	<p><i>Influenced by details in sections 2.1, 3.4, 3.5, 3.10</i></p> <p><b>For schemes of £2m of funding or less:</b></p> <p>- applicable as the total scheme value and associated funding request is &lt; £2 million</p> <p><b>Increased visitor numbers</b></p> <p><b>Increased car park usage by currently excluded user groups</b></p> <p><b>Increased use of EV charging infrastructure</b></p> <p><b>Increased visits outside of peak season</b></p>	<p><b>For schemes of £2m of funding or less:</b></p> <p>- not applicable as the total scheme value and associated funding request is &lt; £2 million</p>



Objective 5: Supporting the health and wellbeing of visitors and residents through improving access to the coastal path for walking and cycling				
--	--	--	--	--

## 7. DECLARATIONS

<p><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></p>	<p>No, N/A</p>
<p><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></p>	<p>No, N/A</p>
<p><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></p>	<p>No, N/A</p>

*\*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.

<p><i>Signature of applicant</i></p>	
<p><i>Print full name</i></p>	<p>Trudie Bragg</p>
<p><i>Designation</i></p>	<p>Head of Environment</p>

## 8. APPENDIX A – ECONOMIC APPRAISAL ASSUMPTIONS

**NOT APPLICABLE AS PROJECT VALUE <£2 MILLION**

<b>Appraisal Assumptions</b>	<b>Details</b>
QRA and Risk allowance	
Real Growth	
Discounting	
Sensitivity Tests	
Additionality	
Administrative costs of regulation	
Appraisal period	
Distributional weights	
Employment	
External impacts of development	
GDP	
House price index	
Indirect taxation correction factor	
Inflation	
Land value uplift	
Learning rates	
Optimism bias	
Planning applications	
Present value year	
Private sector cost of capital	
Rebound effects	
Regulatory transition costs	

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) .....Trudie Bragg, Head Of Environment.....*

*S151 Officer .....Lance Wosko, Deputy S151 Officer.....*

## 10. APPENDIX C – RISK MANAGEMENT STRATEGY

### PROJECT CONTRACT RISKS – Prepared by Keegans

RA No	Risk Cat	Risk	Impact	Warning Signs	Risk Rating			Mitigating Action	Risk Response	RISK LEVEL
					L	S	R			
1	ORG/ FIN	Failure to get Planning Approval	Cancellation of project or major redesign required	Notice from Planning Authority	1	5	5	Previous discussions with Planners	Avoid	LOW
2	FIN	Failure to secure funding or Council approval	Cancellation of project	Notice from CPBC	1	5	5	Close liaison and discussion at design stages	Avoid	LOW
3	ORG	Key Personnel leave	Temporary disruption to the programme	Notification that personnel have given notice.	3	4	12	Ensure good communications so that information is not held by individuals. Back up plans for additional resources required. Monitor at monthly meetings	Reduce	MED
4	FIN	Contractor into liquidation	Financial issues, possible delays to programme	Financial issues, problems with material deliveries/suppliers, press announcements.	1	5	5	Robust PQQ process and final checks. Large national contractor. Replacement contractor required in event of risk occurring	Reduce	LOW
5	FIN	Failure to complete works in the timeline	Works progress falls below planned levels	Identified at monthly Progress meetings	1	5	5	To be monitored at progress meetings.	Avoid	LOW
6	FIN	Works delayed due to inclement weather	Delays to programme and spend	Poor weather forecasts	2	4	8	Possibility of delays in materials delivery/ staff commuting. Consider storage containers on site in run up to winter. Plan journeys ahead if poor weather forecasts i.e. Snow.	Avoid	MED
7	ORG	Failure to allocate sufficient staff resources (contractor)	Programme affected, failure to meet time scales, poor workmanship, complaints	Excessive snagging, failure to meet time scales, poor workmanship, complaints.	2	5	10	Monitor through progress meetings, On site checks.	Avoid	MED

RA No	Risk Cat	Risk	Impact	Warning Signs	Risk Rating			Mitigating Action	Risk Response	RISK LEVEL
					L	S	R			
8	FIN	Vandalism	Work programme affected, increased costs to repair eventual damage	Ongoing throughout project. ASB. Resident feedback, Housing notifications.	1	5	5	Design of installations to deter and withstand vandalism as far as possible. Contractor to report any incidents to client. No materials or waste to be left outside overnight.	Reduce	LOW
9	ORG/ FIN	Fire or loss of service provider's office	Disruption to the programme	Ongoing throughout project	1	5	5	Remote access to database to be available over the internet. Important documents to be stored in fire proof locations.	Reduce	LOW
10	ORG/ FIN	Failure of service provider's IT services	Disruption to the programme	Ongoing throughout project	1	5	5	Systems to be backed up regularly and stored off site. Web based systems endure access to records	Reduce	LOW
11	ORG	Adverse press	Dissatisfaction from organisation and Members	Ongoing throughout project. Newspaper articles, resident feedback and complaints.	2	3	6	All media contact is to be referred to CPBC with full supporting paperwork as necessary.	Avoid	LOW
12	LEG	Changes in legislation	Possible required changes that would affect the programme	Ongoing throughout project. Highlighted through training, e mail bulletins, other departmental updates, trade literature and other communications.	2	3	6	Keep abreast of changes through trade literature and general communication. Ensure required training takes place and that changes to the designed works are incorporated as necessary.	Accept	LOW

RA No	Risk Cat	Risk	Impact	Warning Signs	Risk Rating			Mitigating Action	Risk Response	RISK LEVEL
					L	S	R			
13	LEG	Poor H&S precautions on site by contractor/subcontractors. Inadequate training for staff and operatives in relation to their own safety on site. Inadequate H&S precautions by sub-contractor partners. Staff/operatives do not follow H&S guidance	H&S incidents causes harm to a customer, member of staff or construction partner.	Resident/ Contractor feedback, near misses and KPI's. Accident report records tabled at monthly meetings	1	4	4	Institute regular training for all staff/operatives in line with their role. Acquire H&S information from sub-contractor partners as part of the approved list procedure and carry out spot audits. Reinforce requirements with regular toolbox talks, team briefings etc and make breaches of the requirements a disciplinary matter. Obtain Risk Assessments and Method Statements for any change in procedure or design; to be forwarded to CDM Co Ordinator.	Avoid	LOW
14	ORG	Inappropriate behaviour by staff member or sub-contractor partner.	Negative publicity for CPBC	Complaints/ Resident feedback	2	3	6	Support the development of good customer care skills through training. Reinforce the need to embody contractor values in the course of all duties and activities to promote a positive reputation/image.	Avoid	LOW
15	CONS / FIN	Supply chain failure	Disruption to the programme	Failure of sub-contractors or material suppliers to meet targets	2	5	10	Monitor at monthly meetings. Ensure large supply chain is available to prevent delays in the event of a partner failure.	Reduce	MED
16	FIN	Changes to contract budget	Additional/reduced funding would affect the programme	Additional funds / properties being added to programme	1	4	4	Monitor at monthly meetings. Continuous monitoring of budget and expenditure. Labour shift from other contracts if necessary.	Reduce	LOW
17	ENV	Surface water flood risk to and from the development.	Flooding of new development, existing carriageway and surrounding properties.	Contract	2	3	6	Provision of porous paving (Ecoblocks) and land drainage connections	3	MED

RA No	Risk Cat	Risk	Impact	Warning Signs	Risk Rating			Mitigating Action	Risk Response	RISK LEVEL
					L	S	R			
18	ENV	Surface water flood risk due to sea wall overtopping	Flooding of carriageway and surrounding properties. Silt build up on carriageways at pedestrian crossing locations.	Contract	1	5	5	No mediation possible. Heed Environment Agency warnings as appropriate	3	MED

#### HEALTH & SAFETY WORKS/OPERATIONAL RISK ASSESSMENT

RA No	Element / Activity	Potential Risk	Population @ Risk	Risk Rating			Control Measures required	Likelihood of occurring with control measures	RISK LEVEL
				L	S	R			
1	Working on or close to public Highway.	Injury to contractors/public.	C,SC,V, GP	2	3	6	Approved traffic management scheme to be implemented. All works to be in accordance with the Contractor's Approved Method of Works.	3	MED
2	Excavation	Unidentified Underground Obstruction.	C,SC,V	2	3	6	Topographical survey undertaken to determine exact locations and depths of existing structures. All excavation should be in accordance with HSE Guidance Note HS(G)47.	1	LOW
		Unknown underground utilities	C,SC,V	1	5	5		1	LOW
3	Worker falling Into excavation	Serious injury or fatal injury could occur if a worker falls into an excavation.	C,SC,V	3	5	1 5	Physical barriers to be erected at excavation edge.	1	LOW

RA No	Element / Activity	Potential Risk	Population @ Risk	Risk Rating			Control Measures required	Likelihood of occurring with control measures	RISK LEVEL
				L	S	R			
4	Plant falling into excavation e.g. concrete lorry overrunning edge of excavation	Serious injury or fatal injury could occur to those working within excavation and to the plant operator if plant topples into it.	C,SC,V	3	5	1 5	Vehicle routes are planned.	1	LOW
							Provide secured stop blocks.		
							Routes marked with baulks of timber and / or fencing.		
							Banksman to assist in safe use of plant.		
5	Risk of collapse to excavations for services	Serious injury or fatal injury could occur if the excavation collapses in on worker.	C,SC,V	3	5	1 5	Ensure full support to excavations in unstable ground.	1	LOW
							Dewatering may be required		
6	Workplace Transport	Operators risk serious or even fatal injuries from moving vehicles on site – particularly when reversing.	C,SC,V, GP	3	5	1 5	Safe route to workplace, and to welfare facilities, agreed with site manager based on site health and safety plan.	1	LOW
							Staff know that they must never move vehicles on a site unless authorised by site manager.		
							Staff to wear high-visibility tabards while on site.		
7	Heavy plant and equipment	Risk of crush injury when reversing.	C,SC,V	3	5	1 5	Use banksmen when reversing vehicles.	1	LOW
8	Heavy plant and equipment	Standard risks associated with surfacing plant	C,SC,V	3	5	1 5	Correct use of plant at all times.	1	LOW
9	Hazard to eyes, cutting operations	Workers could suffer eye injury through flying fragments.	C,SC,V	3	3	9	Safety goggles (EN 166 B standard) worn when breaking bricks. Visitors and others to be kept clear	1	LOW
10	Operating Cement Mixer	Workers could be crushed or cut if the mixer topples or they get caught in moving parts.	C,SC,V	3	5	1 5	Cement mixer located on firm level ground.	1	LOW
							Mixer is fully guarded and guards in place during operation.		
							Mixer is 110 volt and PAT tested every 3 months.		

RA No	Element / Activity	Potential Risk	Population @ Risk	Risk Rating			Control Measures required	Likelihood of occurring with control measures	RISK LEVEL
				L	S	R			
11	Contact with wet concrete	Risk of dermatitis and other skin injuries, burns etc to skin	C,SC,V	3	3	9	Inform site operatives of hazards associated with wet concrete	1	LOW
							Wear appropriate PPE at all times		
							Provide suitable welfare and washing facilities including eye wash facility		
12	Concrete operations	Concrete spills and injury to workers	C,SC,V	3	3	9	All concrete work to be under the control of a competent person	1	LOW
							Wear appropriate PPE at all times		
							Provide suitable welfare and washing facilities including eye wash facility		
13	Hot works (bitumen)	Risk of serious burns injury	C,SC,V	3	3	9	Correct use of equipment and PPE at all times	3	MED
							Provision of lifting bay agreed with principal contractor.		
							Bricks / blocks to be covered with tarpaulin when stored on site to prevent taking up water.		
							Spot boards to be raised with blocks to easy working height.		
							Trolley to be used for moving loads of bricks around the scaffold lift.		
							Check at tender stage for any blocks or lintels over 20kg and		
							make arrangements.		
14	Segregation	Hazards to members of the public, children and works area/materials	V, GP	5	3	1 5	Heras fencing to all works areas.	3	MED
							Contractor to check integrity before leaving site/daily.		

RA No	Element / Activity	Potential Risk	Population @ Risk	Risk Rating			Control Measures required	Likelihood of occurring with control measures	RISK LEVEL
				L	S	R			
	Segregation	Segregation of multiple small work areas within active shopping centre and car park.	GP	3	3	9	Use of suitable barriers, fencing, signage etc to identify work areas and maintain safe site.	3	MED
15	Asbestos	Health risk due to ACMs in demolition	C, V	1	5	5	No known asbestos in the works areas.	1	LOW
16	General Activities	Working in and around public areas.	V, GP	5	3	15	Close liaison with Site Manager and Contract Administrator.	1	LOW
17	Slips and Trips	All operators, and tradesmen nearby, may suffer sprains, bruising or fractures if they trip over objects, such as work debris, or slip on spillages.	C,SC,V	3	3	9	All operators wear safety boots – “no boots, no job” policy.	1	LOW
							Good housekeeping, eg debris put into skip, brush available to use to keep work area clear.		
							Safe route to job agreed with site manager based on site health and safety plan.		
18	Sub-Contractors working unsafely	Serious injury or fatal injury	C,SC,V	3	5	15	Only approved accredited contractors to be used.	1	LOW
							Contractors to be made aware of site rules.		
							Contractors to sign in when in on site.		
							Method statement to be in place before work starts.		
19	Unauthorised access	Serious injury or fatal injury	C,SC,V,GP	1	5	5	Ensure unauthorised access is prevented by blocking off access routes and access equipment.	1	LOW
							Consider the use of permit to work system.		
20	Adverse weather conditions	Slips and trips, sunburn	C,SC,V	1	3	3	Avoid roof work in icy, wet or windy conditions	1	LOW

RA No	Element / Activity	Potential Risk	Population @ Risk	Risk Rating			Control Measures required	Likelihood of occurring with control measures	RISK LEVEL
				L	S	R			
							Avoid excessive exposure to sunlight by use of sunscreens.		
21	Worker considerations		C,SC,V	1	3	3	Persons undertaking work to have appropriate training Provided with appropriate PPE to include no slip shoes, hard hat and tool belt. No lone working.	1	LOW
22	Health issues relating to poor welfare facilities /first aid arrangements	All operatives.	C,SC,V	1	3	3	Principal contractor will have facilities on site by the time bricklaying starts, including: flushing toilet; hot and cold running water, soap, towels and full-size washbasins; heated canteen with kettle etc; first aid equipment; principal contractor will arrange clearing and ensure the necessary electrical and heating safety checks are made, and Trained first aider and appointed person on site.	1	LOW
<p><b>There are no risks associated with this project outside the scope of those to be expected by a reasonably competent contractor. Only standard plant and equipment/materials are specified for this project.</b></p>									

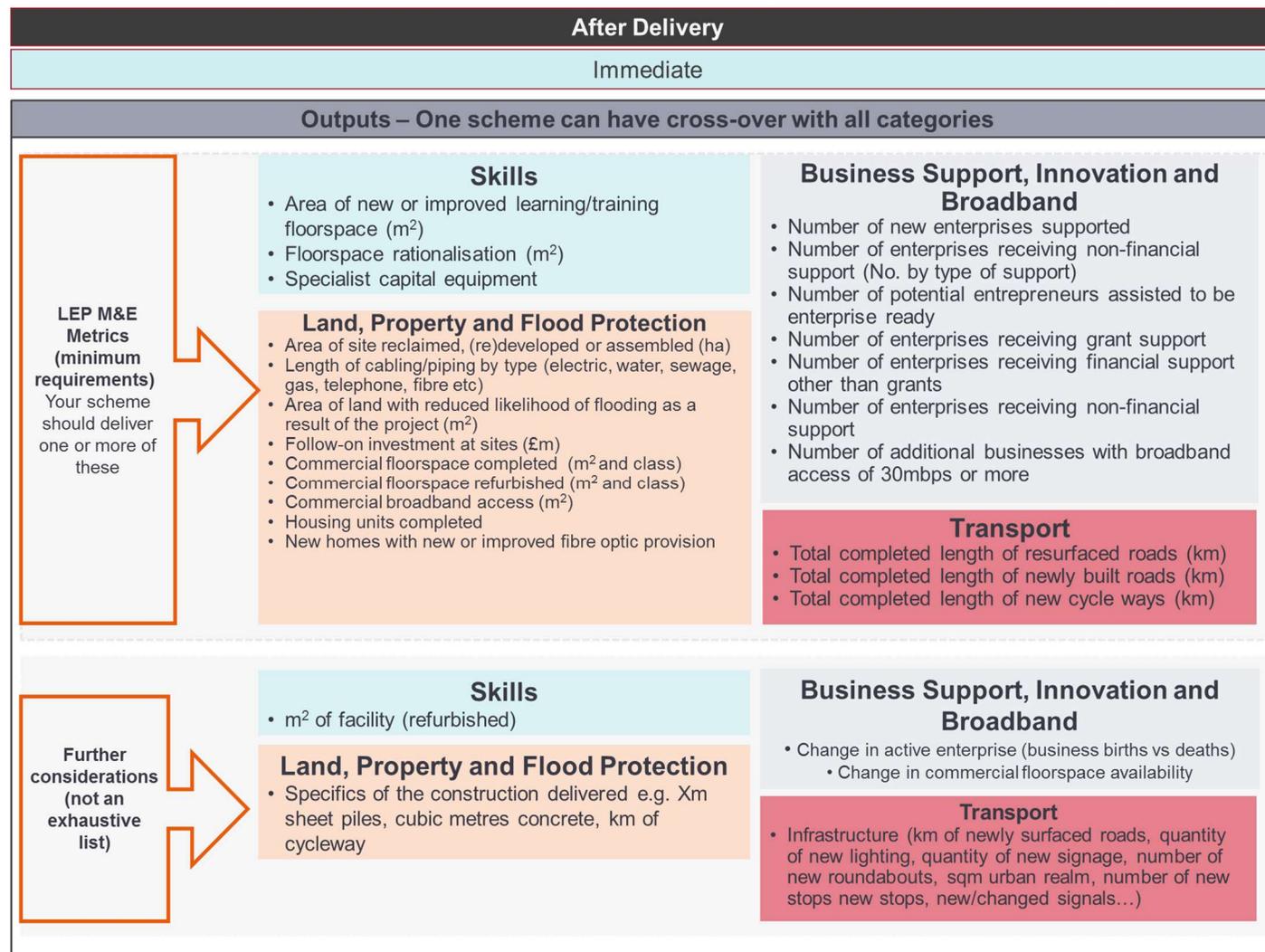
\* Likelihood of occurrence scale: Very Low (1) more than 1 chance in 1000; Low (2) more than 1 chance in 100; Medium (3) more than 1 chance in 50; High (4) more than 1 chance in 25; Very High (5) more than 1 chance in 10.

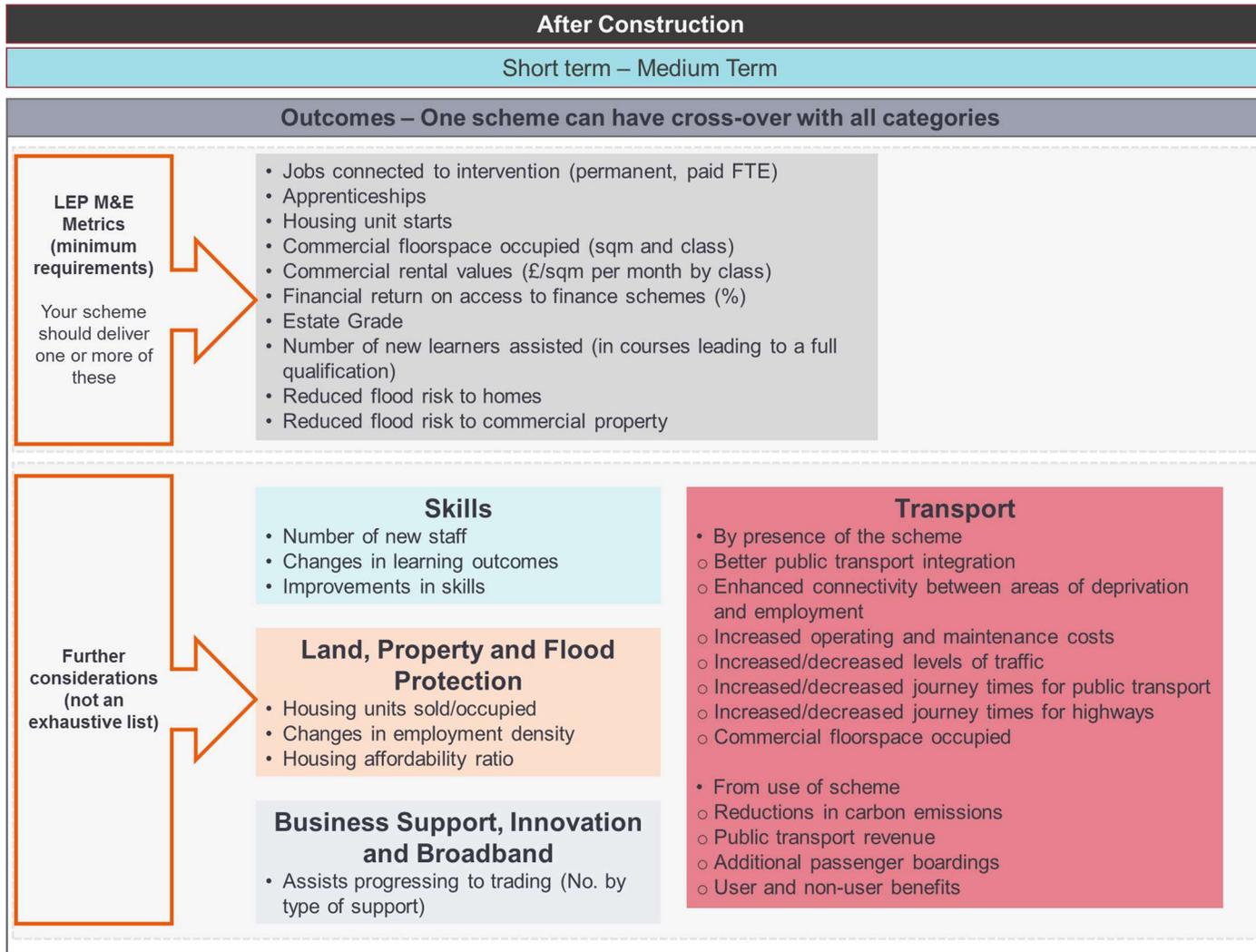
\*\* Impact scale: Very Low (1) likely that impact could be resolved within 2 days; Low (2) potential for a few days' delay; Medium (3) potential for significant delay; High (4) potential for many weeks' delay; Very High (5) potential for many months' delay

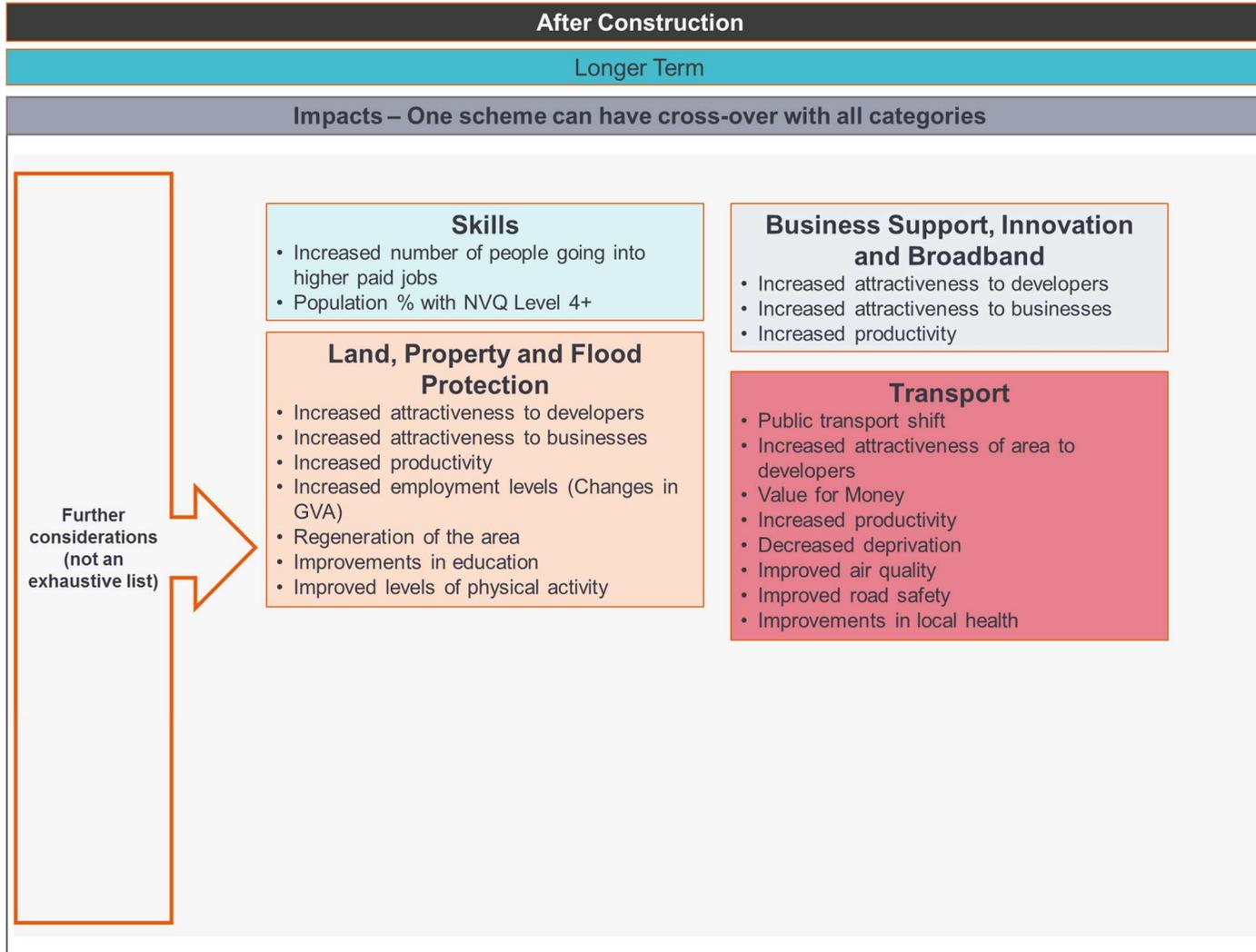
## 11. APPENDIX D – GANTT CHART

Tasks	Start	Finish	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Planning approval	15/07/2020	18/09/2020											
Complete detailed design, prepare tender documents and ITT	17/08/2020	01/10/2020											
Tender Period	08/10/2020	05/11/2020											
Committee Approval anticipated	18/11/2020	18/11/2020											
Accept contract/place order	19/11/2020	19/11/2020											
Pre-start meeting	02/12/2020	02/12/2020											
Mobilisation	02/12/2020	04/01/2021											
Construction	04/01/2021	21/05/2021											

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









**SOUTH EAST**  
LOCAL ENTERPRISE  
PARTNERSHIP

## 13. APPENDIX F – MONITORING AND EVALUTAION 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 Total Value: £911,696	Grant Spend (SELEP - GBF) £700,000  Matched Contributions Spend:  £172,696 (Castle Point Borough Council)  £39,000 (South East Parking Partnership)  Leveraged Funding £0	Improvements and modernising of Labworth Car Park:  <ul style="list-style-type: none"> <li>A <b>6,833 sq m resurfaced and reconfigured car park</b>, including 5,549 sq m of porous, ecoblocks</li> <li><b>203 car parking bays</b>, inclusive of <b>12 Blue Badge disabled bays</b> (net uplift of 23 in total)</li> <li><b>10 Electric Vehicle charging points</b>;</li> <li><b>Reduction of localised surface water flood risk for the entire 0.69ha site through use of SUDs.</b></li> </ul>	<b>For schemes of £2m of funding or less:</b>  (applicable as the total funding requested is £700,000 and scheme value is £911,696 (<£2 million)  NOTE: due to the nature of the scheme, jobs and homes are not immediately attributable or relevant outcomes. A series of more appropriate outcomes have instead been identified:  <ul style="list-style-type: none"> <li>Increased visitor numbers</li> <li>Increased car park usage by</li> </ul>	<b>Not applicable as scheme is worth less than £2m</b>  Positive benefits relating to economic growth and jobs are anticipated as wider impacts but will not be monitored or evaluated as this is disproportionate to the nature of the scheme.

			<p>currently excluded user groups</p> <ul style="list-style-type: none"> <li>• Increased use of EV charging infrastructure</li> <li>• Increased visits outside of peak season</li> </ul>	
--	--	--	--	--

## LABWORTH CAR PARK, CANVEY ISLAND – RESURFACING/MODERNISATION

This Monitoring and Evaluation Plan provides the details of the inputs, outputs, outcomes and impacts of the proposed resurfacing and modernisation of Labworth Car Park and 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: Delivering the first stage of a wider masterplanned programme** for enhancing Canvey Seafront: creating an environment to **promote and encourage further investment**.

**Objective 2: Increasing the resilience** of the local Canvey Island seafront economy year-round and supporting **access outside of peak season** by providing an increased number of **high-quality, flood-proof parking** facilities for **residents and visitors**.

**Objective 3:** Supporting the **transition to a low carbon economy** through the provision of Electric Vehicle charging infrastructure.

**Objective 4:** Enhancing the **inclusivity and accessibility** of Canvey Island seafront through providing parking facilities that cater for all user groups including young families, the elderly and the mobility impaired.

**Objective 5:** Supporting the **health and wellbeing** of visitors and residents through improving **access to the coastal path for walking and cycling**

The geography of the scheme is shown in the map below

*Figure 1 – Location map (Canvey Island Seafront – Labworth Car Park shown in red)*



## 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	Year 1 Before Opening 2020/2021				Year 2 Before Opening 2021/2022				
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
IN1	Grant Spend – SELEP Getting Building Fund (£700k)	Forecast	Based on monthly contractor certificates and professional fee invoices – reported in monthly financial statement	Monthly	Planned/ Forecasted Spend Profile				£326k	374k				
IN2	Matched Contributions Spend – Castle Point Borough Council (£173k)	Forecast	Based on monthly contractor certificates and professional fee invoices – reported in monthly financial statement	Monthly	Planned/ Forecasted Spend Profile					173k				

IN3	Matched Contributions Spend – South Essex Parking Partnership (£39k)	Forecast	Based on monthly contractor certificates and professional fee invoices – reported in monthly financial statement	Monthly	Planned/ Forecasted Spend Profile				£39k				
IN4	Leveraged Funding	Planned / Forecast	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

## 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)	Project works start 04/01/2021 – first spend required February 2021
Public Consultation	N/A – already taken place as part of first phase of masterplan development (2018); statutory public consultation has also taken place in relation to the planning application (July-August 2020)
Detailed Design	Completed July/August 2020.
Full Planning Permission Granted	Pending determination (ref. 20/0454/FUL)– planning officers have confirmed application is compliant with policy and guidance. Statutory consultee support provided by the Environment Agency and Essex County Council Highways.
Site Mobilisation Works Commence	December 2020
Project Completion / Site Opening	21 <sup>st</sup> May 2021

## INPUT 5: RISK MITIGATION

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

A Project/Contractual Risk Assessment and H&S Risk Assessment is attached at Appendix C having been prepared by Keegans. The risk assessments do not identify any major risks to the delivery of the project.

A number of risks of potentially medium magnitude have been identified with full mitigation details provided in Appendix C. Keegans have identified that all risks and mitigations identified are in line with those which would be anticipated by any competent contractor. Keegans will seek to mitigate the majority of risks through proactive project management and regular project management with the contractor, acting on behalf of the Council as Contract Administrator.

The planning risk is considered to be very low. Planning officers have confirmed the proposals are compliant with planning policy and guidance, there are no outstanding issues to address, no objections have been received and support has been confirmed by key stakeholders including the Environment Agency and Essex County Council Highways. Approval is anticipated in line with statutory target determination period (i.e. mid-September).

Three key risks worth highlighting are:

- Covid-19 – there is a risk of a second-wave of infections and a second lockdown during the proposed construction period. This is beyond the control of the project. However, it is noted that the proposed works package can readily be delivered in the current context of adopting safe Covid-19 working practices, aided to a significant extent by the outside nature of the works. This risk will be monitored.



- b) Adverse weather conditions – these could potentially affect the programme due to the timing of the works coinciding with January-May period; however an appropriate buffer has been built into the target programme by Keegans to mitigate this risk.
- c) Supply chain/contractor/sub-contractor insolvency – robust checks will be undertaken during the ITT/PQQ stage and any issues arising during the delivery process will be monitored closely. Emphasis will be placed on the selection of a robustly solvent contractor which can demonstrate a strong and diverse supply chain.

Notwithstanding these potential delivery risks, which are not considered major risks to the delivery of this relatively straightforward package of works, robust mitigation measures have been proposed by Keegans based on best practice approaches successfully employed elsewhere, including on behalf of the 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

COMPLETE AND REPEAT FOR ALL OUTPUTS

ID	Output Description	
OP1	<p>Improvements and modernising of Labworth Car Park:</p> <ul style="list-style-type: none"> <li>• A <b>6,833 sq m resurfaced and reconfigured car park</b>, including 5,549 sq m of porous, ecoblocks</li> <li>• <b>203 car parking bays</b>, inclusive of <b>12 Blue Badge disabled bays</b> (net uplift of 23 in total)</li> <li>• <b>10 Electric Vehicle charging points</b>;</li> </ul>	<p><b>Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring</b></p> <ul style="list-style-type: none"> <li>• <b>Value:</b> £916,319 <ul style="list-style-type: none"> <li>○ A <b>6,833 sq m resurfaced and reconfigured car park</b>, including 5,549 sq m of porous, ecoblocks</li> <li>○ <b>203 car parking bays</b>, inclusive of <b>12 Blue Badge disabled bays</b> (net uplift of 23 in total)</li> <li>○ <b>10 Electric Vehicle charging points</b>;</li> <li>○ <b>Reduction of localised surface water flood risk for the entire 0.69ha site through use of SUDs.</b></li> </ul> </li> </ul> <p><b>Source of Value:</b> Full Business Case</p> <p><b>Future Monitoring Approach:</b> Confirm provision of upgraded car park at Practical Completion and completion of specification in line with detailed design (planning application ref. 20/0454/FUL) and cost plan provided at Section 5.4.</p> <p><b>Frequency of tracking:</b> Once after opening for the One Year After Report</p> <p><b>Costs Allocated to Monitoring:</b> Free – from records confirming Practical Completion</p> <p><b>Details: Proposed Method of Collecting Baseline Information</b></p> <p><b>Approach for Collection:</b> Confirming details from detailed design drawings included in tender documents at ITT stage</p> <p><b>Costs Allocated:</b> Free – information already being provided by the Professional Team</p>



	<ul style="list-style-type: none"><li>• <b>Reduction of localised surface water flood risk for the entire 0.69ha site through use of SUDs.</b></li></ul>	
--	--	--

## 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	<p>Due to the nature of the scheme (car park upgrade), jobs and homes are not immediately attributable or relevant outcomes. A series of more appropriate and inter-related outcomes have instead been identified:</p> <ul style="list-style-type: none"> <li>• Increased visitor numbers</li> <li>• Increased car park usage by currently excluded user groups</li> <li>• Increased use of EV charging infrastructure</li> </ul>	<p><b>Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring</b></p> <p><b>Value:</b> Potential increases in visitor numbers, including currently excluded user groups, increased visits out of peak season and use of EV charging infrastructure cannot be estimated with any great degree of certainty (see the Full Business Case for the over-arching strategic rationale for these works as part of wider masterplanned improvements). It is estimated there will be uplifts across all metrics (which will be monitored together) without</p> <p><b>Source of Value:</b> Full Business Case</p> <p><b>Future Monitoring Approach:</b> Revenue data (used as a proxy to derive usage) and usage data of EV Charging Points -all collected monthly. Qualitative feedback via the Coastal Communities Team and Canvey Seafront Working Group (including local businesses, councillors and residents). All reported in the One Year After Report. Monitoring beyond 1 year is considered disproportionate / onerous given the scale of the works proposed.</p> <p><b>Frequency of tracking:</b> Monthly for 12 months after opening. Reporting in the One Year After Report.</p> <p><b>Costs Allocated to Monitoring:</b> None – data collected via existing pathways (i.e. monitoring of parking revenue and the CCT / CSWG meet / report regularly)</p> <p><b>Details: Proposed Method of Collecting Baseline Information</b></p> <p><b>Approach for Collection:</b> Revenue baseline revenue data is available. No detailed breakdown re. usage is available and in order to collect this data for the peak season it would be necessary to delay the works by 12 months which would be counter-productive regarding achieving the wide ranging benefits (including strategic, overarching masterplanned regeneration objectives). No existing data re. EV charging points as none currently installed. Anecdotal evidence re. exclusion of user groups and lack of accessibility has been provided in the FBC.</p> <p><b>Costs Allocated:</b> None – some limited revenue data exist.</p>



	<ul style="list-style-type: none"> <li>Increased visits outside of peak season</li> </ul>	
--	---	--

*COMPLETE AND REPEAT FOR ALL OUTCOMES*

ID	Output Description	
OC1		Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		<b>Value:</b>
		<b>Source of Value:</b>
		<b>Future Monitoring Approach:</b>
		<b>Frequency of tracking:</b>
		<b>Costs Allocated to Monitoring:</b>
		<b>Details: Proposed Method of Collecting Baseline Information</b>
<b>Approach for Collection:</b>		
<b>Costs Allocated:</b>		

IMPACTS – NOT APPLICABLE AS PROJECT COST AND FUNDING SOUGHT IS <£2 MILLION

- 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	Improved road safety	<b>Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring</b>
		<b>Value:</b> General downwards trend in accidents
		<b>Source of Value:</b> Full Business Case, p42
		<b>Future Monitoring Approach:</b> STATS 19 (Road Accident Statistics)
		<b>Frequency of tracking:</b> Annually
		<b>Costs Allocated to Monitoring:</b> Free dataset from online but would require 1 day of GIS analysis from internal resource for each report
		<b>Details: Proposed Method of Collecting Baseline Information</b>

		<p><b>Approach for Collection:</b> STATS 19 (Road Accident Statistics)</p> <p><b>Costs Allocated:</b> Free dataset from online but would require 1 day of GIS analysis from internal resource</p>
--	--	---

~~COMPLETE AND REPEAT FOR ALL IMPACTS - NOT APPLICABLE AS PROJECT COST AND FUNDING SOUGHT IS <£2 MILLION~~

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



SOUTH EAST  
LOCAL ENTERPRISE  
PARTNERSHIP



SOUTH EAST  
LOCAL ENTERPRISE  
PARTNERSHIP

## **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.



### M&E Plan

- Template is included within the Full Business Case pro-forma
- Outlines what is to be monitored (after scheme opening) as part of the inputs, outputs, outcomes and impacts and the cost associated with this
- Includes what will be collected as part of the Baseline Report (before scheme construction/delivery) and the costs (if any) associated with this
- Is prepared for a single scheme or a package of measures in totality (not for each part of the package). This applies to all reports

### Baseline Report (YOU ARE HERE)

- The Report is completed at the time of the Business Case pro-forma (i.e. before the scheme is constructed/delivered)
- The Report is issued as a separate document to the Business Case
- Collates information which is used as point of reference to compare with data collected after opening as part of the One Year After Opening and Five Years After Opening Reports
- Includes the costs of the baseline data collection and if it differs from that estimated in the M&E Plan
- Information from this report goes into Benefits Realisation Profile

### One Year After Opening Report

- The Report is completed after the scheme has been open or in place for one year
- The Report is issued as a stand-alone document
- Establishes inputs, outputs and outcomes and compares them to those established in the M&E Plan
- Includes the costs of collecting and analysing the data associated with the inputs, outputs and outcomes and compares this to those estimated in the M&E Plan
- Information to go into Benefits Realisation Profile

### Five/Three Years After Opening Report

- The Report is completed after the scheme has been open or in place for five/three years
- The Report is issued as a stand-alone document
- Establishes outcomes and impacts and compares them to those established in the M&E Plan
- Includes the costs of collecting and analysing the data associated with the outcomes and impacts and compares this to those estimated in the M&E Plan
- Information to go into Benefits Realisation Profile

## 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 Total Value: £916,319	Grant Spend (SELEP - GBF) £700,000  Matched Contributions Spend: £172,696 (Castle Point Borough Council) £39,000 (South East Parking Partnership)  Leveraged Funding £0	Improvements and modernising of Labworth Car Park: <ul style="list-style-type: none"> <li>A <b>6,833 sq m resurfaced and reconfigured car park</b>, including 5,549 sq m of porous, ecoblocks</li> <li><b>203 car parking bays</b>, inclusive of <b>12 Blue Badge disabled bays</b> (net uplift of 23 in total)</li> <li><b>10 Electric Vehicle charging points;</b></li> </ul> <b>Reduction of localised surface water flood risk for</b>	<b>For schemes of £2m of funding or less:</b>  (applicable as the total funding requested is £700,000 and scheme value is £916,319 (<£2 million)  NOTE: due to the nature of the scheme, jobs and homes are not immediately attributable or relevant outcomes. A series of more appropriate outcomes have instead been identified:  <ul style="list-style-type: none"> <li>Increased visitor numbers</li> <li>Increased car park usage by currently</li> </ul>	<b>Not applicable as scheme is worth less than £2m</b>  Positive benefits relating to economic growth and jobs are anticipated as wider impacts but will not be monitored or evaluated as this is disproportionate to the nature of the scheme.

		<p><b>the entire 0.69ha site through use of SUDs.</b></p>	<p>excluded user groups</p> <ul style="list-style-type: none"> <li>• Increased use of EV charging infrastructure</li> <li>• Increased visits outside of peak season</li> </ul>	
--	--	---	--	--

## LABWORTH CAR PARK, CANVEY ISLAND – RESURFACING/MODERNISATION

This Monitoring and Evaluation Plan provides the details of the inputs, outputs, outcomes and impacts of the proposed resurfacing and modernisation of Labworth Car Park and 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: Delivering the first stage of a wider masterplanned programme** for enhancing Canvey Seafront: creating an environment to **promote and encourage further investment.**

**Objective 2: Increasing the resilience** of the local Canvey Island seafront economy year-round and supporting **access outside of peak season** by providing an increased number of **high-quality, flood-proof parking** facilities for **residents and visitors.**

**Objective 3:** Supporting the **transition to a low carbon economy** through the provision of Electric Vehicle charging infrastructure.

**Objective 4:** Enhancing the **inclusivity and accessibility** of Canvey Island seafront through providing parking facilities that cater for all user groups including young families, the elderly and the mobility impaired.

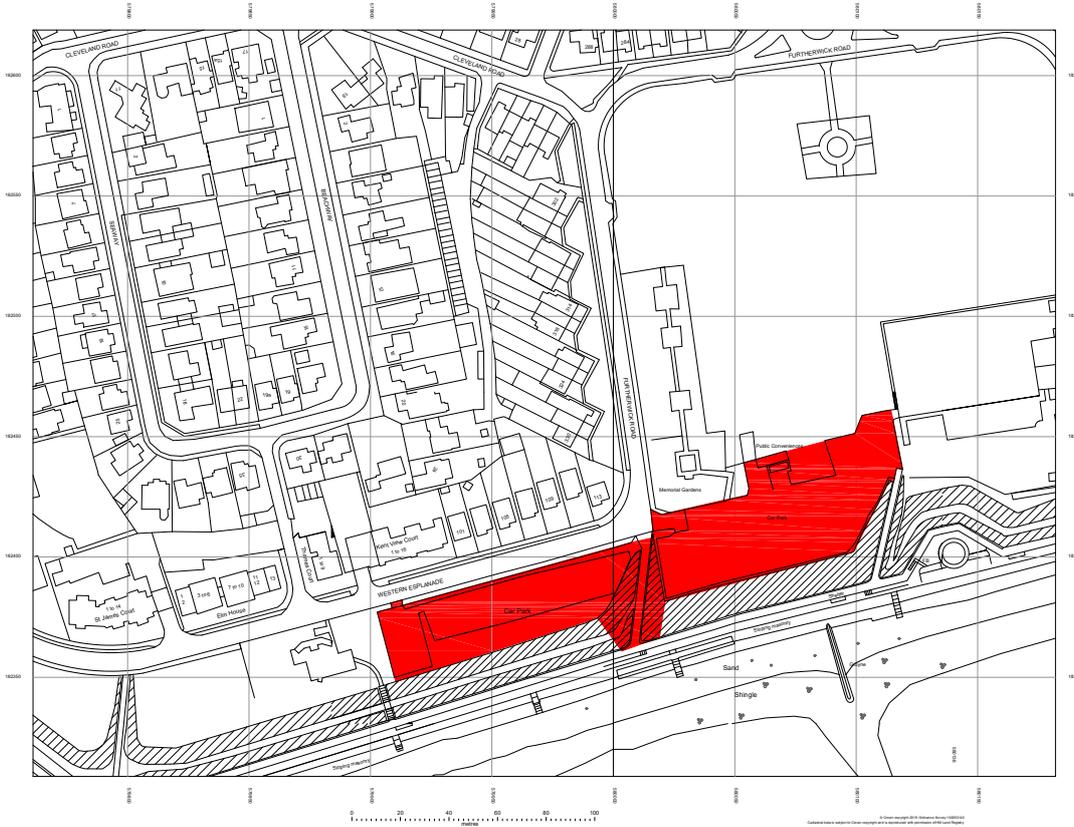
**Objective 5:** Supporting the **health and wellbeing** of visitors and residents through improving **access to the coastal path for walking and cycling**

The geography of the scheme is shown in the map below



Figure 1 – Location map (Canvey Island Seafront – Labworth Car Park

shown in red)



## 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	Year 1 Before Opening 2020/2021				Year 2 Before Opening 2021/2022				
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
IN1	Grant Spend – SELEP Getting Building Fund (£700k)	Forecast	Based on monthly contractor certificates and professional fee invoices – reported in monthly financial statement	Monthly	Planned/ Forecasted Spend Profile				£326k	374k				
IN2	Matched Contributions Spend – Castle Point Borough Council (£173k)	Forecast	Based on monthly contractor certificates and professional fee invoices – reported in monthly financial statement	Monthly	Planned/ Forecasted Spend Profile					173k				

IN3	Matched Contributions Spend – South Essex Parking Partnership (£39k)	Forecast	Based on monthly contractor certificates and professional fee invoices – reported in monthly financial statement	Monthly	Planned/ Forecasted Spend Profile				£39k				
IN4	Leveraged Funding	Planned / Forecast	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

## 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)	Project works start 04/01/2021 – first spend required February 2021
Public Consultation	N/A – already taken place as part of first phase of masterplan development (2018); statutory public consultation has also taken place in relation to the planning application (July-August 2020)
Detailed Design	Completed July/August 2020.
Full Planning Permission Granted	Pending determination (ref. 20/0454/FUL)– planning officers have confirmed application is compliant with policy and guidance. Statutory consultee support provided by the Environment Agency and Essex County Council Highways.
Site Mobilisation Works Commence	December 2020
Project Completion / Site Opening	21 <sup>st</sup> May 2021

## INPUT 5: RISK MITIGATION

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

A Project/Contractual Risk Assessment and H&S Risk Assessment is attached at Appendix C having been prepared by Keegans. The risk assessments do not identify any major risks to the delivery of the project.

A number of risks of potentially medium magnitude have been identified with full mitigation details provided in Appendix C. Keegans have identified that all risks and mitigations identified are in line with those which would be anticipated by any competent contractor. Keegans will seek to mitigate the majority of risks through proactive project management and regular project management with the contractor, acting on behalf of the Council as Contract Administrator.

The planning risk is considered to be very low. Planning officers have confirmed the proposals are compliant with planning policy and guidance, there are no outstanding issues to address, no objections have been received and support has been confirmed by key stakeholders including the Environment Agency and Essex County Council Highways. Approval is anticipated in line with statutory target determination period (i.e. mid-September).

Three key risks worth highlighting are:

- d) Covid-19 – there is a risk of a second-wave of infections and a second lockdown during the proposed construction period. This is beyond the control of the project. However, it is noted that the proposed works package can readily be delivered in the current context of adopting safe Covid-19 working practices, aided to a significant extent by the outside nature of the works. This risk will be monitored.



- e) Adverse weather conditions – these could potentially affect the programme due to the timing of the works coinciding with January-May period; however an appropriate buffer has been built into the target programme by Keegans to mitigate this risk.
- f) Supply chain/contractor/sub-contractor insolvency – robust checks will be undertaken during the ITT/PQQ stage and any issues arising during the delivery process will be monitored closely. Emphasis will be placed on the selection of a robustly solvent contractor which can demonstrate a strong and diverse supply chain.

Notwithstanding these potential delivery risks, which are not considered major risks to the delivery of this relatively straightforward package of works, robust mitigation measures have been proposed by Keegans based on best practice approaches successfully employed elsewhere, including on behalf of the 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	Improvements and modernising of Labworth Car Park: <ul style="list-style-type: none"> <li>• A <b>6,833 sq m resurfaced and reconfigured car park</b>, including 5,549 sq m of porous, ecoblocks</li> <li>• <b>203 car parking bays</b>, inclusive of <b>12 Blue Badge disabled bays</b> (net uplift of 23 in total)</li> <li>• <b>10 Electric Vehicle charging points</b>;</li> </ul>	<b>Baseline</b>	Existing car park – c. 180 unmarked parking spaces. No Blue Badge spaces or EV charging points.	Existing situation – existing drawings and topographic survey already undertaken.	n/a	Planning application ref. 20/0454/FUL	July 2020
		<b>Planned/ Anticipated</b>	<b>Value: £911,696</b> <ul style="list-style-type: none"> <li>• A <b>6,833 sq m resurfaced and reconfigured car park</b>, including 5,549 sq m of porous, ecoblocks</li> <li>• <b>203 car parking bays</b>, inclusive of <b>12 Blue Badge disabled bays</b> (net uplift of 23 in total)</li> <li>• <b>10 Electric Vehicle charging points</b>;</li> <li>• <b>Reduction of localised surface water flood risk for the entire 0.69ha site through use of SUDs.</b></li> </ul>	Confirm provision of upgraded car park at Practical Completion and completion of specification in line with detailed design (planning application ref. 20/0454/FUL) and cost plan provided at Section 5.4.	Once after opening for One Year After Report	Full Business Case	From scheme opening (May 2021)



### **Details: Method of Collecting Baseline Information**

Existing information has already been collected by the professional team (including a full site and topographic survey) and was included in the planning application ref. 20/0454/FUL.

## 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.

NB –GIVEN THE NATURE OF THE PROJECT (CAR PARKING / PUBLIC REALM IMPROVEMENTS IN THE CONTEXT OF THE TEMPLATE’S STATED PREFERRED METRICS (JOBS/HOMES) AND THE RELATIVELY LIMITED SCALE OF THE PROJECT ALL POTENTIAL OUTCOMES HAVE BEEN CAPTURED BY OC1 WITH A STREAMLINED APPROACH TO MONITORING. THE CENTRAL BENEFITS OF THE SCHEME WILL BE RELATING TO WIDER MASTERPLANNED REGENERATION OBJECTIVES WHICH GO BEYOND THE SCOPE OF IMMEDIATE OUTCOMES. A PROPORTIONATE APPROACH TO MONITORING POTENTIAL OUTCOMES RE. VISITOR NUMBERS IS PROPOSED – MONITORING FOR A SINGLE YEAR ONLY.

IT IS NOTED THAT VERY LITTLE QUANTITATIVE BASELINE DATA EXISTS. TO COLLECT THIS DATA WOULD REQUIRE THE PROJECT TO BE DELAYED BY 12 MONTHS DUE TO THE SEASONALITY OF THE USE OF THE CAR PARK. IT IS CONSIDERED THAT THE OVER-RIDING STRATEGIC RATIONALE FOR EXPEDITING THE DELIVERY OF THIS PROEJCT TO SUPPORT THE WIDER CANVEY ISLAND SEAFRONT ECONOMY OUTWEIGHS ANY MARGINAL BENEFIT IN COLLATING FURTHER BASELINE DATA.

ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OC1	<p>Due to the nature of the scheme (car park upgrade), jobs and homes are not immediately attributable or relevant outcomes. A series of more appropriate and inter-related outcomes have instead been identified:</p> <ul style="list-style-type: none"> <li>• Increased visitor numbers</li> <li>• Increased car park usage by currently excluded user groups</li> <li>• Increased use of EV charging infrastructure</li> <li>• Increased visits outside</li> </ul>	<b>Baseline</b>	Revenue baseline revenue data is available. No detailed breakdown re. usage is available and in order to collect this data for the peak season it would be necessary to delay the works by 12 months which would be counter-productive regarding achieving the wide-ranging benefits (including strategic, overarching masterplanned regeneration objectives). No existing data re. EV charging points as none currently installed. Anecdotal / qualitative evidence re. exclusion of user groups and lack of accessibility has been provided in the FBC.		Once only prior to works commencing	Revenue data and qualitative anecdotal evidence as set out in the Full Business Case	December 2020 (in advance of works commencing)
		<b>Planned / Anticipated</b>	Potential increases in visitor numbers, including currently excluded user groups, increased visits out of peak season and use of EV charging infrastructure cannot be estimated with any great degree of certainty (see the Full Business Case for the over-arching strategic rationale for these works as part of wider	Revenue data (will be used as a proxy to derive usage) and usage data of EV Charging Points -all collected monthly. Qualitative feedback via the Coastal Communities Team and Canvey Seafront Working Group (including local businesses, councillors and residents). All reported in the One Year After Report. Monitoring beyond 1 year is considered	Monthly for 12 months after opening. Reporting in the One Year After Report.	Full Business Case	June 2021 (One Year After Reporting – works due to complete in May 2021)



	of peak season		masterplanned improvements). It is estimated there will be uplifts across all metrics (which will be monitored together) without	disproportionate / onerous given the scale of the works proposed.			
--	----------------	--	--	---	--	--	--

**Details: Method of Collecting Baseline Information**

**Approach for Collection:** Revenue baseline revenue data is available. No detailed breakdown re. usage is available and in order to collect this data for the peak season it would be necessary to delay the works by 12 months which would be counter-productive regarding achieving the wide-ranging benefits (including strategic, overarching masterplanned regeneration objectives). No existing data re. EV charging points as none currently installed. Anecdotal evidence re. exclusion of user groups and lack of accessibility has been provided in the FBC.

**Costs Allocated:** None – some limited revenue data exist.



*COMPLETE AND REPEAT FOR ALL OUTCOMES*

	<b>Output Description</b>		<b>Value</b>	<b>Monitoring approach</b>	<b>Frequency of Tracking</b>	<b>Source</b>	<b>Date</b>
OC1		<b>Baseline</b>					
		<b>Planned/ Anticipated</b>					
<b>Details: Method of Collecting Baseline Information</b>							

	<b>Output Description</b>		<b>Value</b>	<b>Monitoring approach</b>	<b>Frequency of Tracking</b>	<b>Source</b>	<b>Date</b>
OC2		<b>Baseline</b>					
		<b>Planned/ Anticipated</b>					

**Details: Method of Collecting Baseline Information**

...

**IMPACTS - NOT APPLICABLE AS PROJECT COST AND FUNDING SOUGHT IS <£2 MILLION**

- 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	Improved road safety	<b>Baseline</b>	14 slight 7 serious 2 killed	STATS 19 (Road Accident Statistics)	n/a	STATS 19	2020
		<b>Planned/ Anticipated</b>	General downwards trend in accidents	STATS 19 (Road Accident Statistics)	Annually	Full Business Case, p42	By 2026

**Details: Method of Collecting Baseline Information**

Map STATS19 data and analyse results for key roads and junctions affected by reductions in traffic as a result of the scheme. This required 1 day of GIS time. STATS19 data was free to use.



COMPLETE AND REPEAT FOR ALL IMPACTS

	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
IM1		Baseline					
		Planned/ Anticipated					
<b>Details: Method of Collecting Baseline Information</b>							

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



		<b>Planned/ Anticipated</b>					
--	--	---------------------------------	--	--	--	--	--

**Details: Method of Collecting Baseline Information**

...IM3, IM4 etc



SOUTH EAST  
LOCAL ENTERPRISE  
PARTNERSHIP



SOUTH EAST  
LOCAL ENTERPRISE  
PARTNERSHIP



#### 14. APPENDIX G - 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.*