

Capital Project Business Case

Tendring Bikes

The template

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

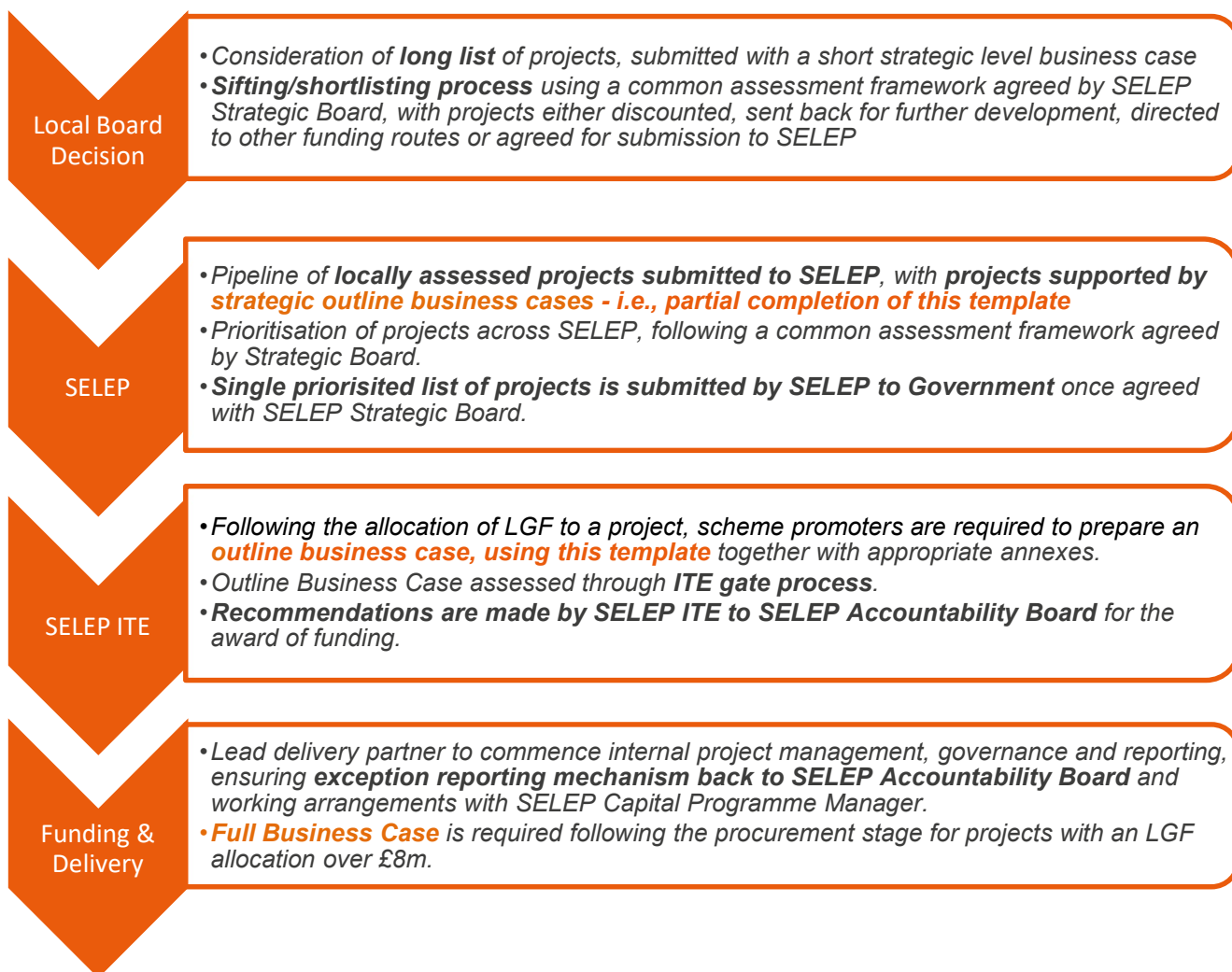
It is also designed to be applicable across all funding streams made available by Government through SELEP. It should be filled in by the scheme promoter – defined as the final beneficiary of funding. In most cases, this is the local authority; but, in some cases, the local authority acts as Accountable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

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

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

The process

This document forms the initial SELEP part of a normal project development process. The four steps in the process are defined below in simplified terms as they relate specifically to the LGF process. Note – this does not illustrate background work undertaken locally, such as evidence base development, baselining and local management of the project pool and reflects the working reality of submitting funding bids to Government. In the form that follows:



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Date authorised	

1. PROJECT OVERVIEW

1.1. Project name:

Tendring Bikes and Cycle Infrastructure

1.2. Project type:

To deliver a bespoke bike scheme and cycle network infrastructure within Jaywick Sands and Clacton aimed at tackling inequality within one of the most deprived areas of the country.

1.3. Federated Board Area:

Success Essex

1.4. Lead County Council / Unitary Authority:

Essex County Council

1.5. Development location:

The village of Jaywick Sands and the town of Clacton and the connecting cycleway.

1.6. Project Summary:

Headlines

This scheme will:-

- Tackle deprivation and inequality in Jaywick and Clacton
- Provide access to wider employment opportunities
- Directly create skills and training opportunities for local residents
- Provide access to wider training and up-skilling opportunities
- Support economic growth in Jaywick
- Address health inequalities by supporting active travel.

Summary

This is a foundational project to encourage future economic prosperity with a view to capitalising on expanding and developing further layers of the scheme at a later date.

The cycling and infrastructure scheme is designed to be delivered rapidly, at low cost, and will enable people to literally 'get on their bike' to expand their travel horizons to take advantage of employment, learning and skill openings. The delivery of this scheme will provide the infrastructure to allow people to help themselves to access increased opportunities within their local area.

Both Jaywick and Clacton, like many seaside towns, have suffered significant and ongoing decline, despite their substantial natural assets and Clacton's large conurbation. Employment within the village and town are very reliant on the tourist industry, which, over recent years, has suffered huge economic losses due to the increase in low cost package holidays and changing consumer need. The advent of the COVID-19 pandemic has exacerbated this problem.

The proposed enhancements and upgrade of the cycle network between Jaywick and Clacton will boost economic activity within the local area and provide much needed access to cheaper essential items for those living within Jaywick. The scheme directly aligns with the wider regeneration programme within Clacton, a £24m bid to improve the high street through the MHCLG Future High Street Fund (FHSF) bid (Appendix J). It will also run concurrently and will directly benefit the Getting Building Fund SELEP bid proposal to build a commercial facility and local market in Jaywick, as well as compliment the recent successful Heritage Lottery Fund bid of £250k to activate the

coastal route for walking and cycling from Jaywick to Holland-on-Sea. These interventions together form a programme of wider regeneration to deliver an extensive range of positive social impacts to help alleviate deprivation in the local area.

Key to the success of this programme of work is the 'Big Essex Cycles' Scheme (see Appendix L), a community-based project to help overcome the barriers to sustainable travel as a result of inequalities, to help tackle rising unemployment and to align with the government agenda of active travel and physical activity post COVID-19.

Based around the success of The Active Wellbeing Society's Birmingham Big Bikes Scheme (TAWS) – see Appendix K, the Big Essex Cycles Scheme is aimed at tackling inequality at a very local level, providing the tools, skills and knowledge to create independence to those residents who would not previously have had the opportunity. It will enable more people to cycle for leisure, exercise, but, primarily, work, as it will also deliver direct employment and training opportunities as part of the scheme.

Drawings of the proposed improvements can be found at Appendix F.

1.7. Delivery partners:

Partner	Nature and / or value of involvement (financial, operational etc.)
Essex County Council	Financial, operational, programme management and project direction
Tendring District Council	Support for scheme
Active Essex	Financial and operational support
Essex Highways	Responsible for design, management and coordinating delivery of all schemes in Essex
Ringway Jacobs and partners	Responsible for constructing scheme
The Active Wellbeing Society	Operational support for cycling scheme

1.8. Promoting Body:

Essex County Council

1.9. Senior Responsible Owner (SRO):

Steve Evison, Sustainable Growth Director, ECC

1.10. Total project value and funding sources:

Funding source	Amount (£m)	Constraints, dependencies or risks and mitigation
SELEP	£2.3	Dependent on this bid
ECC (Local Delivery Pilot Funding)	£0.1	Already committed
Total project value	£2.4	

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

£2.3m capital funding is requested from SELEP to be sourced from the Getting Building Fund (GBF) in the form of a financial contribution. The funding will not constitute State Aid.

1.12. Exemptions:

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

1.13. Key dates:

Jaywick to Clacton Cycleway

Project milestone	Indicative date
Preliminary design	August 2020
Detailed design	September to November 2020
Tender	December 2020 to February 2021
Construction – Phase 1	March to June 2021
Construction – Phase 2	September to November 2021
End construction	December 2021

Big Essex Cycles Scheme

Project milestone	Indicative date
Preliminary design	August 2020
Detailed design	September to October 2020
Tender	September 2020 to December 2020
Bike Procurement / Facilities	January 2021 to March 2021
Start scheme	April 2021

1.14. Project development stage:

Project development stages completed to date			
Task	Description	Outputs achieved	Timescale
Tendring Cycling Action Plan	Detailed action plan	Completed – paper issued	January 2018
Eol	Expression of Interest	Completed – paper issued	June 2020
Project development stages to be completed			
Task	Description	Timescale	
Design	Detailed design	September to November 2020	
Business Case	Full Business Case	November 2020	

1.15. Proposed completion of outputs:

Other related projects funded by SELEP:-

- Chelmsford City Growth Package (including a number of cycle route improvements) - £9.193m funding, approved at the February 2018 Accountability Board. Initial works started in June 2018 and are still ongoing.
- Colchester to Clacton RBS - £2.74m funding, approved at the November 2017 Accountability Board. Works completed Spring 2020.

2. STRATEGIC CASE

2.1. Scope / Scheme Description:

Jaywick and Clacton

The village of Jaywick Sands and the town of Clacton are both on the Essex coast within 2.5 miles (4 kms) of each other. The two locations are connected by inland roads, but are also connected by a shared footway / cycleway that runs along the coast.

The current cycling network in the area (see Figure 1 below) is disconnected, is not of a sufficient quality standard to promote the route, has poor surfaces with no lighting and which are subject to flooding.

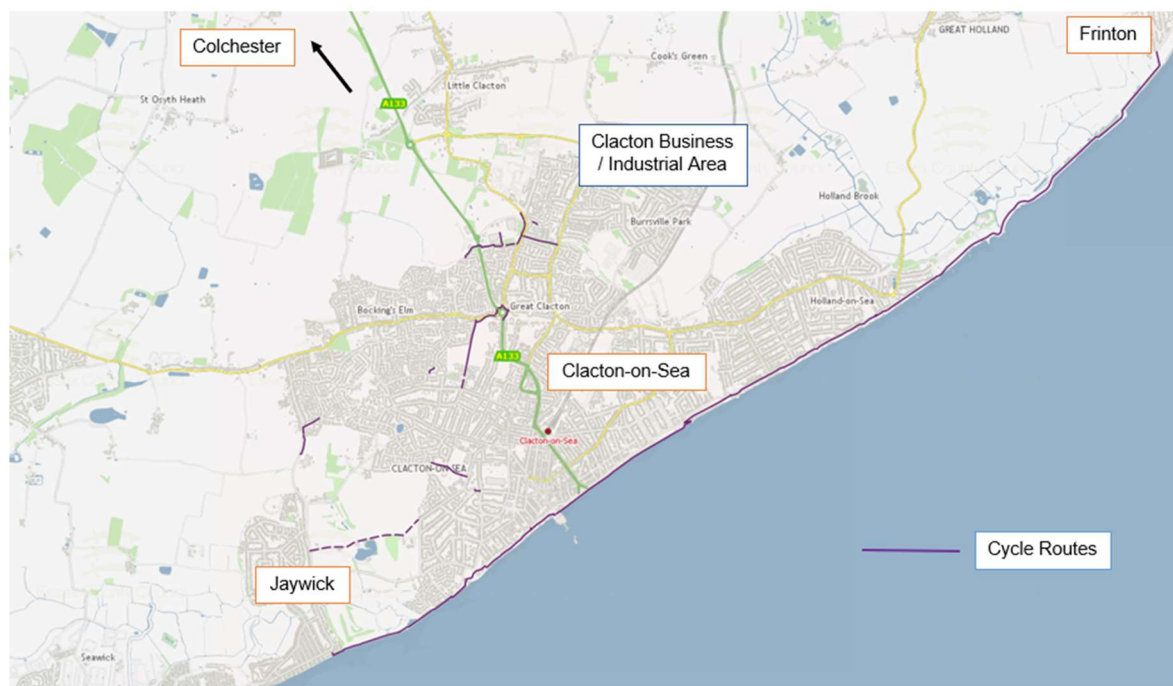


Figure 1: Existing Cycle Network – Jaywick and Clacton

Strategic Context

Both Jaywick and Clacton, like many seaside towns, have suffered significant recent decline, despite their substantial natural assets and Clacton's large conurbation. The village and town are very reliant on the tourist industry, which, over recent years, has suffered huge economic losses due to the increase in low cost package holidays and changing consumer need. The advent of the COVID-19 pandemic has exacerbated this problem.

Jaywick has suffered from long-standing, acute deprivation and is currently the most deprived ward in the country for the third consecutive period, as identified by the Index of Multiple Deprivation. There is, therefore, an urgent need to deliver public investment to address the economic, social and health issues faced to improve the life chances of local residents

Jaywick has no industry and jobs are limited to a few local shops, tourism and the care sector. ECC are expecting to see very large increases in unemployment as an impact of COVID-19 and the closure of the Government furlough scheme in October. Based on current data, the impact is being disproportionately felt by 16-24 year olds and places of deprivation. A sharp decline in sectors that are key to the Jaywick and Clacton local economy such as hospitality, leisure and retail are reporting falls in output of between 40-92%, which will have a profound impact upon local residents.

Intervention to support the community to access employment and training opportunities is therefore critical. This scheme is a key enabler and will work concurrently with the SELEP bid proposal to build a commercial facility and local market in Jaywick to further enhance opportunities. The cycle route will provide cost efficient, direct access for residents in Clacton to access the new commercial units, something currently not possible in a safe and secure way. It will also provide essential connectivity for the sites' customer base.

Clacton has two Industrial Estates – Gorse Lane Estate to the North of the town and the smaller Bull Hill Estate more centrally located. Most of Clacton town centre's employment is in low skilled, low paid sectors, largely associated with wholesale and retail, health and social work and the seaside related leisure industries.

Currently the first bus service from Jaywick leaves at 07:02 hrs, which means that people using this service would not arrive at the Gorse Lane Industrial area in Clacton before 07:45 hrs, which is too late for some employees to start work and taxis are cited as too expensive for local journeys.

Renewal and increased economic activity are limited by poor sustainable transport links within the area. Car ownership levels are also substantially below average. Improvements to the cycling infrastructure and prioritisation for sustainable travel modes will enable a greater number of people to access the town centre, station and beyond, particularly young adults seeking greater access to job opportunities or training. The scheme directly aligns with the Government agenda to increase cycling to help tackle some of the most challenging issues society faces, addressing inequalities, improving health and wellbeing, improving air quality and combatting climate change. To make England an active travel nation, we need to take action to tackle the main barriers faced by communities.

Furthermore, the scheme represents the first component in what will be an enhanced cycle network in the Clacton urban area, which will be developed over time, to encourage more cycling as an easy and affordable way for greater numbers of people, particularly for those who are deprived, to access a range of opportunities including jobs, services and training.

As part of the wider strategic regeneration programme within Tendring, work is underway in Clacton to improve the town centre through the Future High Street Fund (FHSF). The FHSF project will enhance the offer of the town centre, diversifying from and reducing reliance on 'traditional' retailing and seasonal tourism, by introducing aspirational spaces, new residential and community assets to create a vibrant offer that enhances the town centre throughout the year for both the day time and night time economy. The scheme would provide enhanced infrastructure, which includes improvements to sustainable travel and, in particular, the cycling network, which this proposal would complement.

The scheme also aligns with the SELEP Coastal Prospectus, which focuses on the enormous economic potential of our coastal areas, as well as highlights the challenge faced in tackling inequality in these areas. It cites poor connectivity and ill health as key barriers to mobility and employment, and acknowledges Jaywick as the most deprived ward in the country.

Its stated ambitions to improve the economic performance of the coast include:

- Improve connectivity in order to improve mobility and attract new investment and business
- Build on existing relationships and health partners to address long-term health issues which impact our communities and economies.

The Prospectus also highlights the need for a "levelling up" of investment policy currently advocated by central government and the need for investment decisions with a greater focus on economic potential and wellbeing, utilising poverty reduction to promote economic growth and equality. Current forms of benefit calculations and return on investment disadvantage those communities most in need, reinforcing the need for local government intervention.

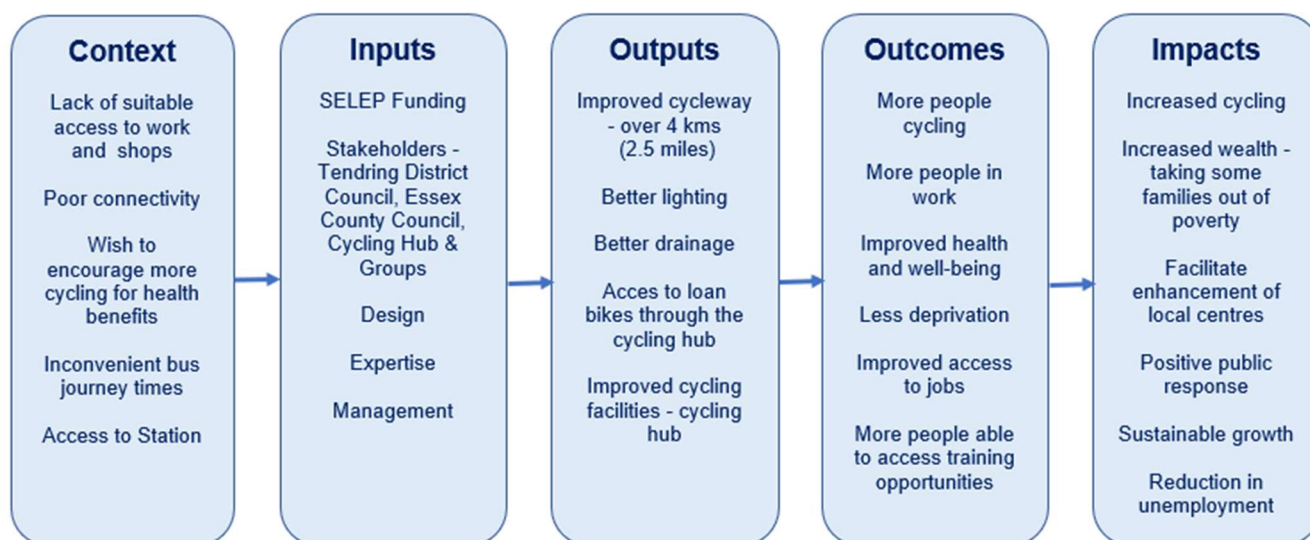
Proposal

To deliver significant regeneration within Jaywick and Clacton, the following is proposed:-

- Make significant improvements to the cycle way between Jaywick and Clacton by making new, widening, and by providing improved signage, lighting and drainage. This will allow cyclists in Jaywick to connect to roads and cyclepaths in Clacton to allow access to the Station and on to the Business and Industrial Estates of Clacton. It will also allow students to access schools and colleges with the aim of improving skills level in the area.
- Work with community organisations in Jaywick to provide a bike loan scheme (Big Essex Cycles), along similar lines to the Birmingham Active Wellbeing Society (TAWS) scheme, whereby bikes are loaned to local residents for an initial period of one year to create the opportunity to cycle to the station in Clacton and places of work – primarily in Clacton at the Gorse Lane and Bull Hill Industrial Estates, the new commercial workspace in Jaywick and the town centre itself.

2.2. Logic Map:

A Logic Map (see below) has been developed showing Context, Inputs, Outputs, Outcomes and Impacts:



2.3. Location description:

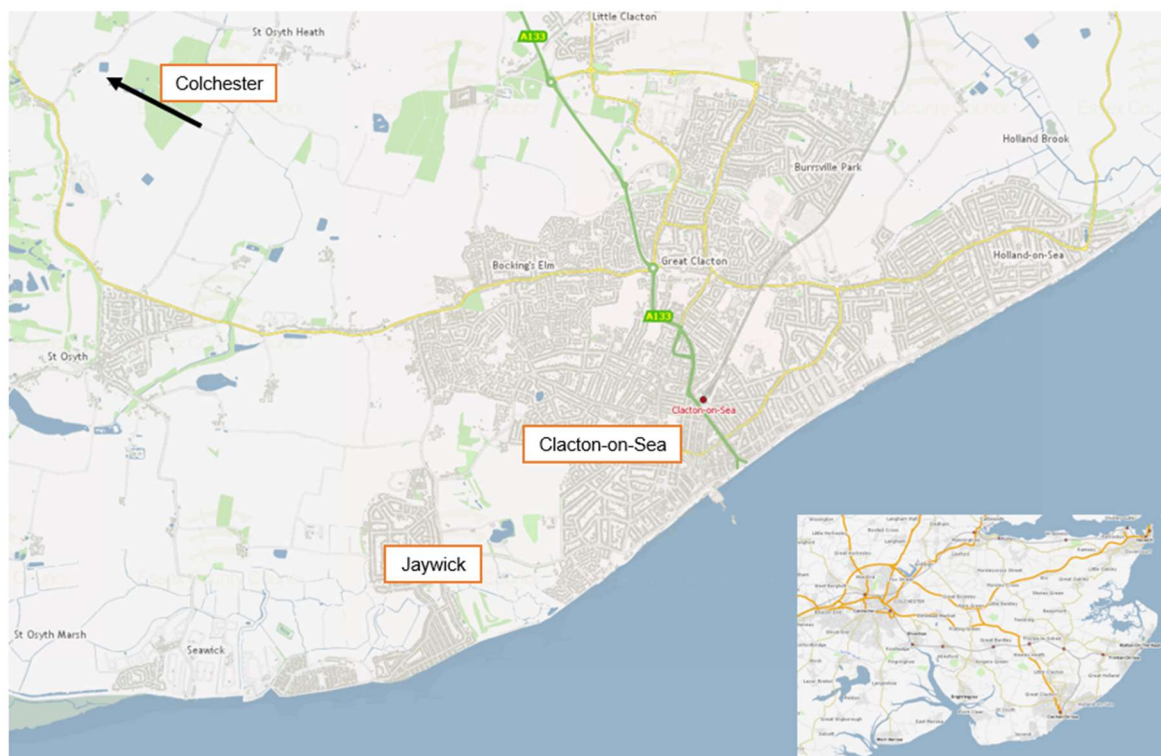


Figure 2: Jaywick and Clacton Location Map

Location – Tendring

Tendring District is a largely rural area on the east of Essex. The largest settlements are Clacton-on-Sea, Frinton-on-Sea, Walton-on-the-Naze and Harwich. The 2011 Census recorded the population in Tendring District at 138,048 and it is the 5th most populated district in Essex.

The District and the seaside towns, such as Clacton, are also a major tourist destination. Tourism is vital to the local economy, contributing £276 million, as well as accounting for 13% of all employment within the District. Although the current COVID-19 pandemic has adversely affected this contribution.

There is a need to develop more sustainable travel options in the District to help prevent traffic congestion and provide viable alternatives for people accessing work locations.

Location – Jaywick

Jaywick is a coastal village in Tendring 2.5 miles (4 km) South-West of Clacton-on-Sea. It lies on the North Sea coast of England, 60 miles (97 km) from London and 17 miles (27 km) from Colchester.

The village is divided into the Tudor estate to the North (also known as West Clacton), the Village to the South-East and the Brooklands and Grasslands estates to the South-West.

Location – Clacton

Clacton-on-Sea is the largest town in the Tendring peninsula. The town's economy continues to rely significantly on entertainment and day-trip facilities and it is strong in the service sector, with a large retired population. The North-East part of the town has two business / industrial parks. In the wider district, agriculture and occupations connected to the Port of Harwich provide further employment.

History – Jaywick

Jaywick was constructed in the 1930s as a holiday resort for Londoners, but, over time, has become one of the most deprived areas in the country.

The land on which the village is built was originally fields and salt marsh and unsuitable for agriculture. It was purchased by the entrepreneur Frank Stedman in 1928 to build low cost, affordable holiday homes for working-class families, and it became a popular holiday destination throughout the 1930s. After the Second World War, a shortage of housing meant the properties became permanently inhabited, despite not being built for this purpose. Although marketed as holiday homes, many of the original houses became permanent residences due to post-war housing shortages in London and, by 1950, there was a significant year-round population.

Jaywick has been assessed as the most deprived area in England for the third consecutive period, with half of all working age adults not in employment, poor mental health and 1 in 4 children living in poverty.

History – Clacton

Clacton-on-Sea was founded as an urban district in 1871. It is a seaside resort that saw a peak of tourists in the summer months between the 1950s and 1970s.

The modern-day Clacton-on-Sea was founded by Peter Bruff in 1871 as a seaside resort. Originally, the main means of access was by sea, and steamships operated by the Woolwich Steam Packet Company docked from 1871 at Clacton Pier, which opened the same year. The pier now offers an amusement arcade and other forms of entertainment.

Population

At the 2011 census, the population of Jaywick was 4,665 and Clacton was 107,237.

Employment and Economy

Tendring has the lowest working-age population in Essex and the highest older age population. Only 8.8% of Essex's working population live in Tendring.

The Tendring economy is comprised of 40,500 jobs and 5,200 businesses representing 7% of jobs in Essex, or 2% of jobs in the South East LEP.

The economy has experienced slower growth in recent years relative to national and SELEP levels: 3,000 jobs have been created since 2011 and there are 500 more (mainly small) businesses compared to 2012.

Tendring has low productivity levels compared to England, with £48,700 GVA per FTE. However, this is broadly similar to Essex and the South East LEP.

Tendring's largest economic centre, Clacton-on-Sea, has experienced a worrying economic decline over the last five years, with the number of jobs in the town centre falling by 7%. Jaywick has experienced an even greater fall in jobs. The town still maintains many of the challenges that were identified in the previous economic strategy, including low attainment, with few people employed in high-value occupations and with high unemployment. Tendring District Council have commissioned a refresh of their Economic Strategy to cover the period up to 2024. In particular, this will look to prioritise the rejuvenation of Clacton-on-Sea, to ensure it becomes a more thriving and viable economic centre for Tendring.

Health and care account for the largest share of employment – 16% of jobs are in the health and care sector with an 8% growth in jobs over the past five years. Construction is the largest sector in terms of businesses (16% of businesses fall into this sector), but plays a relatively minor role in terms of employment. The sectors with the largest job growth in recent years are tourism, ports and logistics, and professional services.

For the town centre area of Clacton, 48% of people are in employment (based on the Census 2011). This is significantly lower than Tendring's average employment rate at 74%.

Within Clacton, the highest proportion of people in employment work in 2018 was in public administration, education and health (28.6%). Construction has seen a decline of 47% since 2008. Distribution, hotels and restaurants have also seen a decline of 14% since 2008.

In Jaywick, based on the whole 16-74 age population, over 50% are not in employment (1,359 people). Jaywick includes large numbers of retired and unemployed people, and 62% of working age residents in Jaywick receive benefits, compared to a 15% national average.

2.4. Policy context:

Please note that the comments in the various policy and plan documents below were written before the introduction of the COVID-19 pandemic.

Economic Recovery

The proposed scheme cuts across a number of policy themes whilst also recognizing the context of the COVID-19 pandemic.

Economic Recovery Programme - Delivery Structure

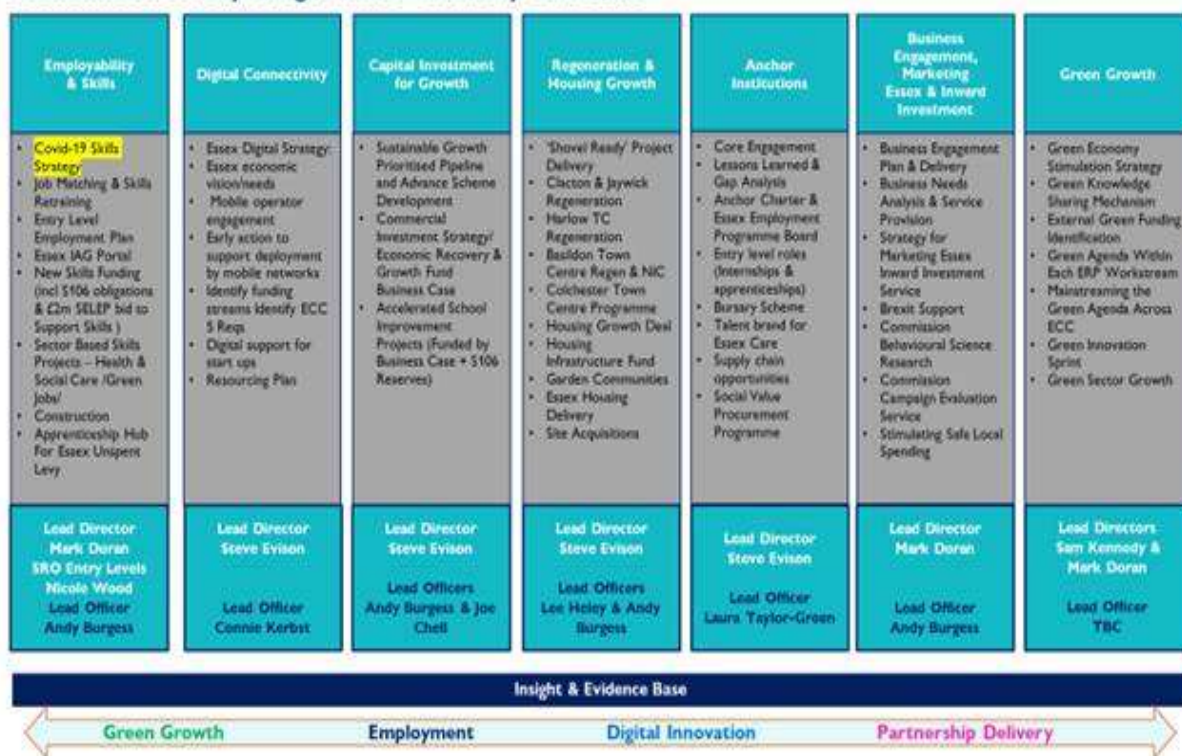


Figure 3: Essex Economic Recovery Programme

SELEP Strategy

SELEP's Strategic Economic Plan aims to:

- enable the creation of 200,000 sustainable private sector jobs over the decade to 2021, an increase of 11.4% from 2011,
- complete 100,000 new homes by 2021, which will entail increasing the annual rate of completions by over 50% in comparison with recent years; and,
- lever investment totalling £10 billion, to accelerate growth, jobs and homebuilding.

Essex Transport Strategy (2011)

Specific priorities stated in the Essex Transport Strategy for the Haven Gateway, which includes the District of Tendring are,

- Providing for and promoting access by sustainable modes of transport to development areas

- Improving the attractiveness and usability of streets and public spaces in the coastal towns to support regeneration
- Improving local cycle networks
- Improving access to stations and facilities for rail passengers
- Promoting sustainable travel choices.

Essex Transport Policy

The Essex Transport Strategy seeks to promote sustainable travel, by providing the appropriate infrastructure and promoting the use of travel plans. In particular, it seeks to achieve the following five broad outcomes:

- Provide connectivity for Essex communities and international gateways to support sustainable economic growth and regeneration;
- Reduce carbon dioxide emissions and improve air quality through lifestyle changes, innovation and technology;
- Improve safety on the transport network and enhance and promote a safe travelling environment;
- Secure and maintain all transport assets to an appropriate standard and ensure that the network is available for use; and
- Provide sustainable access and travel choice for Essex residents to help create sustainable communities.

Tendring Local Plan

The Draft Tendring District Local Plan was submitted in 2017, covering the period up to 2033 and also recognises the overall requirements for North Essex. In terms of employment, the Plan acknowledges opportunities for Tendring to develop strengths in off-shore wind and in care and assisted living.

The local plan's aims are to:-

- Provide a spatial portrait of the area, including its main settlements and strategic infrastructure, as a framework for accommodating future planned growth
- Set out the numbers of additional homes and jobs across the area that will need to be covered in the period to 2033
- Provide a strategic vision for how planned growth in North Essex will be realised
- Set strategic objectives and policies for key growth topics
- Highlight the key strategic growth locations across the area and the necessary new or upgraded infrastructure to support this growth.

Future of Essex Strategy

Investment in improved sustainable transport access is wholly compliant with the recently published 'Future of Essex' strategy. This states that an effective transport system is integral to peoples' daily lives; it underpins business and commerce; provides access to work, education and training, essential services and leisure activities; and enables people to make the most of opportunities, as they arise.

The strategy, developed collaboratively with partners throughout Essex, identifies the importance of connecting us to each other, and the world, if the county is to be developed sustainably and prosperity shared with everyone.

The provision of the Tendring Bikes Programme is strongly aligned with the 'Future of Essex' priority of enhancing sustainable transport, thereby tackling congestion on our roads and providing transport options for those who cannot afford a car.

Investment in the transport network is aimed at ensuring the efficient and effective movement of people and goods to boost economic growth, create great places to live, work and visit, enable people to live independently, and improve the lives of people using the transport network throughout Essex.

Specifically, the Tendring Bikes Programme helps enable inclusive and sustainable economic growth within North Essex, identified as a major economic engine within the Essex Organisational Strategy and supports the following strategic priorities:

- Enables Essex to attract and grow large firms in high growth industries. The scheme supports trade, by better connecting key economic centres, especially along major transport corridors, and helping people to travel by public transport, bike and on foot
- Helps secure sustainable development and protect the environment. The scheme ensures that growth can be sustainable and accommodated in a way that enhances Essex.
- Facilitates growing communities and new homes, the project enhances access to employment, education and training, and essential services including healthcare, retail and leisure facilities to enable participation in everyday life.

The proposal supports the delivery of the Essex Local Transport Plan vision for a transport system that supports sustainable economic growth and helps deliver the best quality of life for the residents of Essex by providing connectivity for Essex communities and gateways to support sustainable economic growth and regeneration.

Greater Essex Growth and Infrastructure Framework (2016-2036)

Growth in Greater Essex over recent decades has created a deficit in existing infrastructure. In particular, the growth in journeys by road and rail has not been matched by sufficient government investment to enhance the network. The framework has identified that the listed major transport projects need to secure at least £26.5 billion (regional) and £5.5 billion (cross-boundary) funding.

Capacity within Greater Essex will also be affected by housing and economic growth in neighbouring areas. In particular, the influence and reach of the London City Region, and the overheating Cambridge economy will impact in different ways on localities within Essex. The emergence of the new London Plan is expected to displace housing and employment from London along strategic growth corridors into Essex.

Essex Local Transport Plan

The Essex Local Transport Plan (2001,) which included the Essex Transport Strategy (2011), set out the original 15 year vision to improve travel in the county and underlined the importance of the transport network in achieving sustainable, long term economic growth and enriching the life of residents. It has been supplemented by delivery strategies for public transport, highways, cycling and public rights of way.

There are common themes across the policy documents, including the need to facilitate economic growth through new housing and jobs, and improve travel conditions to support businesses to expand and operate efficiently. The scheme aligns strongly with the economic growth objectives of SELEP, the emerging local plans for new homes and job creation and the importance of sustainable transport.

Cycling and Walking Investment Strategy (CWIS)

Under the Infrastructure Act 2015, the UK Government is required to set a Cycling and Walking Investment Strategy (CWIS) for England. A CWIS strategy was published in 2017, which sets out the UK Government's ambition for creating a walking and cycling nation; the targets and objectives they are working towards; the financial resources available to meet their objectives; the strategy for delivering the objectives; and the governance arrangements that will review this delivery.

The strategy states that the Government “wants to make cycling and walking the natural choices for shorter journeys, or as part of a longer journey”. The aim is for more people to have access to safe, attractive routes for cycling and walking by 2040.

Local Cycling and Walking Infrastructure Plans (LCWIPs)

Local Cycling and Walking Infrastructure Plans (LCWIPs), as set out in the Government's Cycling and Walking Investment Strategy, are a new, strategic approach to identify cycling and walking

improvements required at the local level. They enable a long-term approach to developing local cycling and walking networks and form a vital part of the Government's strategy to increase the number of trips made on foot, or by cycle.

Essex Cycle Strategy (2016)

In response to the legal requirement, and also the requirements of the Essex Transport Strategy, the Essex Cycle Strategy has been prepared with the aim of setting out a strategy for providing coherent cycle networks. The purpose of the strategy is to set out the key elements of a long-term plan that will lead to a significant and sustained increase in cycling in Essex, establishing it in the public's mind as a 'normal' mode of travel, especially for short A-to-B trips, and as a major participation activity and sport for all ages. The strategy has been produced in conjunction with Essex County Council, the 12 Essex Districts / Districts, the two Unitary Authorities (Southend-on-Sea and Thurrock) and other key stakeholders. It has taken account of current UK policy, data on cycling levels within Essex and best practice from around the world.

Specifically, it commits to:

- Establishing a coherent, comprehensive and advantageous cycle network in every major urban area, utilising a combination of on-carriageway and off-carriageway cycle facilities;
- Ensuring each Borough / District has an up-to-date cycling action plan (renewed every 5 years);
- Providing well placed and high-quality cycle parking at key public destinations such as town centres, leisure facilities and railway stations;
- Ensuring that all new housing includes secure and easily accessible cycle storage and that new secure cycle storage is facilitated in existing housing developments;
- Ensuring that cycling is prioritised over motorised transport in all new developments – making it easier to carry out short trips by bicycle than by car. Cycle routes within commercial and residential developments will be more direct and convenient than car routes and will connect in to existing cycling infrastructure on leaving the site;
- Prioritising more frequent and good maintenance of our cycle network;
- Providing a clear and consistent standard of good quality, well placed cycle signage – to an appropriate density, with provision of journey times as well as distances (to cater for all audiences) where possible;
- Continuing to improve cycle safety at sites with actual and perceived safety problems;
- Developing an improved mechanism for the reporting of safety issues.

Cycling Action Plans

As part of the county-wide Essex Cycling Strategy, Cycling Action Plans (CAPs) have been developed for individual Boroughs, Districts and cities of Essex, including one for the District of Tendring (See Appendix G).



Figure 4: Essex Cycling Strategy and Tendring District Cycling Action Plan

The document identifies opportunities to develop and promote cycling in Tendring through providing improvements to the infrastructure. Together with the wider promotion of cycling by Active Essex, Essex County Council (ECC) and Tendring District Council (BDC), the proposal is to establish cycling in the public's mind as a 'normal' mode of travel, especially for short A-to-B trips, and as a major participation activity and sport for all ages.

ECC's suite of Cycling Action Plans inform the future development of the Tendring LCWIPs by:

- encouraging adults to cycle to work using the improved network
- encouraging pupils to cycle to school using the improved network
- providing a network plan for cycling which identifies preferred routes and core zones for further development;
- providing a prioritised programme of infrastructure improvements for future investment; and
- developing a report which sets out the underlying analysis carried out and provides a narrative which supports the identified improvements and network
- creating an innovative new approach to planning a walking and cycling network in Tendring to help manage future growth pressures and provide an alternative for shorter local journeys.

Two key commitments of the Essex Cycling Strategy are to:

- establish a coherent, comprehensive and advantageous cycle network in every major urban area, utilising a combination of on-carriageway and off-carriageway cycle facilities; and
- ensure each Borough / District / City has an up-to-date Cycling Action Plan (which will be renewed every five years).

The CAPs identify any high quality and well-planned infrastructure, which will be vital in encouraging cycling and improving safety. It is ECC's policy to ensure that every urban area has a well-planned cycle network that:

- connects key destinations;
- supports a network of recreational routes; and
- caters for all users and abilities.

Coherent cycle networks will ensure that:

- physical barriers to cycling in Essex's urban areas are progressively broken down; and
- cycling becomes a prioritised mode of transport in the mind of Essex residents.

In addition, the priority aims for Active Essex (County Sports Partnership) and how cycling can help achieve these aims are shown in Table 1 below.

Table 1: Active Essex priority aims

Active Essex priority aims	How cycling helps achieve these aims
Increase participation in sport and physical activity	Cycling is one of the most popular sports in Essex and can be enjoyed by people of all ages
Encourage healthy and active lifestyles	Cycling provides a means of active transport that can help to reduce the number of short car journeys
Develop sporting pathways	Alex Dowsett, cycling world record breaker, is from Essex and benefited from Active Essex Sporting Ambassador funding and support when he was a talented young cyclist
Encourage lifelong learning and skills development	Bikeability courses help children and adults to acquire physical skills and road safety awareness

The aims of the Action Plan are to:

- Identify how cycling levels can be increased in the District;
- Prioritise funding for new cycling schemes in Tendring;
- Create a usable, high-quality cycle network that connects residential areas with key employment locations, rail stations and town centres; and

- Create opportunities to increase recreational cycling in Tendring.

2.5. Need for intervention:

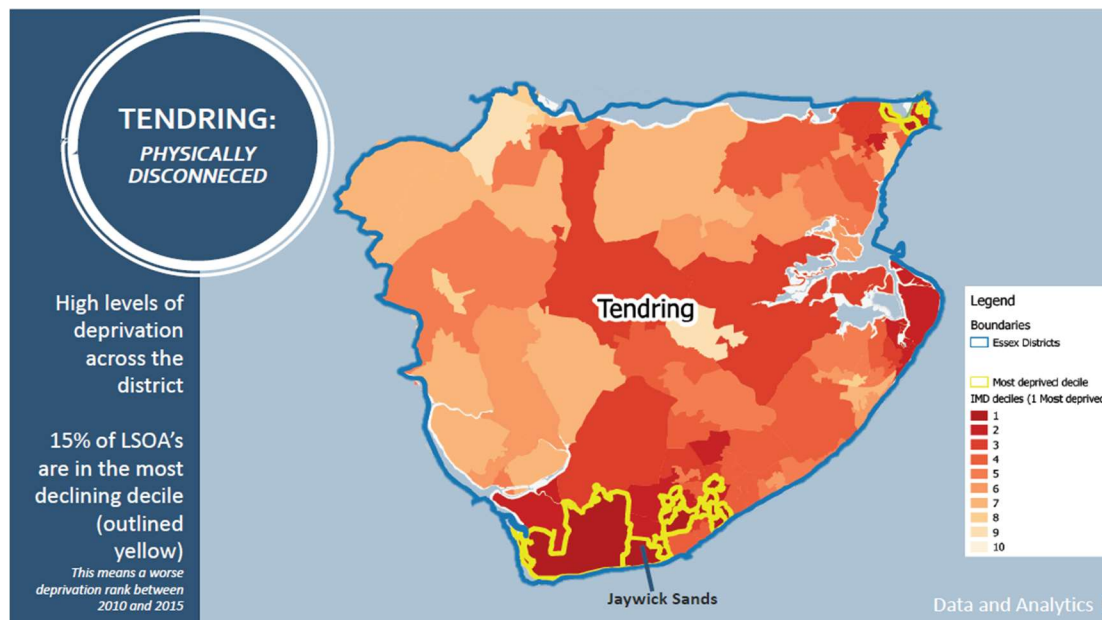


Figure 5: Tendring – Physically Disconnected

Growth

Due to its strong economic base, relative close proximity to London and attractiveness as a place to live and work, North Essex has seen significant growth over recent years. The area is well-placed and connected to key growth points in the wider region including London, Cambridge and Stansted Airport and, as a result, is likely to continue to be a successful location for growth.

Planning for, and managing, future population growth requires an appropriate response from the local authorities to ensure that sufficient homes, employment premises, land, and supporting social and other infrastructure are provided in a sustainable way.

Also, it requires the authorities to help areas of deprivation and provide services and access to employment, wherever possible, to those most in need.

One of the main strategic roads within the Tendring District is the A120 trunk road, managed by Highways England, which forms an east-west corridor between the M11 near Stansted Airport and Harwich and Harwich International Port. There are plans to provide a major upgrade to the route, which is currently under consideration by Highways England and Essex County Council for improvements to be delivered by 2025.

Early design and development work is progressing to deliver a new Garden Community to the East of Colchester and the A120 will be connected to the A133 road to Clacton with a new link road that will service this new community.

North Essex - Housing

The North Essex authorities are committed to plan positively for new homes and to significantly boost the supply of housing to meet the requirements of the area, including the need to provide a suitable sized workforce for the forecast number of jobs. To meet the requirements of the national policy to establish the number and type of new homes required, the authorities commissioned an 'Objectively Assessed Housing Need Study' building on earlier work that was conducted. This was first published in July 2015 and updated in November 2016. It was designed to meet the requirements of the National Planning Policy Framework in the preparation of a Strategic Housing Market Assessment (SHMA).

Detailed analysis suggested that a Housing Market Area, comprising the Braintree, Colchester, Chelmsford and Tendring Council areas, is a sound basis for assessing housing need. Based on 2014 national projections, covering the period 2013 to 2037, the conclusion reached was that the objectively assessed need across the Housing Market Area was 2,999 new homes a year over the period 2013–2037. The total requirement across north Essex, excluding Chelmsford City Council's area, was 2,186 new homes per year and included a figure of 550 new homes per year for Tendring.

Centres of Employment

Apart from the obvious employment spread throughout the town supporting seaside attractions and guest houses / B&Bs, there are two main centres of employment in Clacton, located in the North-Eastern (Gorse Lane Industrial Estate) and more central (Bull Hill) areas of the town. Cycle connections to both are poor, with disconnected sections being linked by on-road sections.

Job creation

As reference, initially, the job-related benefits of the Birmingham scheme were related to people reporting an ability to travel further for work, either for a new job, or a better job. In addition, during the life of the scheme, participants started to report that they used the bike for jobs in courier and delivery roles. By the end of the scheme, some previously unemployed and non-cycling participants had been taught to ride, received a bike, undertaken the ride leader course, and were now working as paid Bikeability instructors in local schools in their communities. It is believed that similar patterns will develop through the Tendring Bike Scheme, creating direct employment opportunities

The scheme would also provide enhanced connectivity to the Jaywick Commercial Space and Market Scheme, which is also currently subject to a GBF bid. Taken together, these two BGF projects would deliver much-needed economic growth and regeneration activity in Jaywick, alongside the investment to transform cycle connectivity in the area. Resident's travel horizons would be broadened for employment, training, education and leisure purposes.

It is proposed that as part of the loan bike scheme, bikes will arrive in a semi-completed state from the manufacturer (85% built), creating new opportunities for local residents to train and gain valuable work experience in bike building as a pre-requisite for going on to access professional maintenance courses and apprenticeships in the cycling and manufacturing sectors. There will also be additional opportunities to train in basic cycling maintenance.

Other job opportunities may exist from 'first and last mile deliveries' whereby bikes are adapted or purchased to perform this increasingly important function throughout the local area. This can be through the adoption of bike panniers, or through cargo bikes – manual or electric. The relative flat local terrain will be of benefit for this operation, especially taking into consideration the local demographic and limited access to local goods and services

Health

This scheme will positively impact on people's health and well-being by providing a more sustainable, environmentally friendly and healthy way to move around. Over the years, various surveys have demonstrated the positive health benefits that can be derived from cycling and that is why the AMAT tool recognises this with a large benefit factor. Physical activity, like cycling and walking, can help to prevent and manage over 20 chronic conditions and diseases, including some cancers, heart disease, type 2 diabetes and depression. Physical inactivity is responsible for one in six UK deaths and is estimated to cost the UK £7.4 billion annually (including £0.9 billion to the NHS alone).

This project will allow us to start discussions with local GP's with regards to the possibility of prescribing Big Essex bikes on the NHS in Jaywick and Clacton and act as a National pilot scheme, which, given the high levels of poor mental health, obesity and low life expectancy, would have a huge benefit to the Government purse.

Skills development

The scheme will also allow students improved access to schools and colleges. In particular, Colchester Institute with its recently opened Construction Skills Centre in Clacton; Tendring

Technology College and the University of Essex in Colchester, which will be accessible via the new cycling route along Carnarvon road connecting the sea front and train station.

Future Developments

Major plans for almost 1,000 new houses on the outskirts of Clacton have been unveiled by developers. Persimmon Homes wants to build the town's largest new estate in a generation on the Rouses Farm site, off Jaywick Lane. The plans include 950 homes, a new primary school, healthcare facility and neighbourhood centre with shops, food and drink outlets and a community centre.

New Industrial Units from 3,000 ft² to 40,000 ft² in size are planned for Telford Park, Telford Road on the popular Gorse Lane industrial estate to the north of the town.

The area's strategic road and rail network is heavily used, particularly given the proximity to and connectivity with London. The principal roads are the A12 and A120, while the A130, A133 and A414 also form important parts of the strategic road network. All of which are set for major developments over the next few years.

Commuter Flow Analysis

The 2011 Census records how residents choose to travel to work, as well as the location of their workplace. The aim of analysing this information is to establish where the predominant local commuter movements exist.

Figures 6 and 7 below, illustrate the mode of travel to work for residents of Jaywick and Clacton (excluding those who work from home).

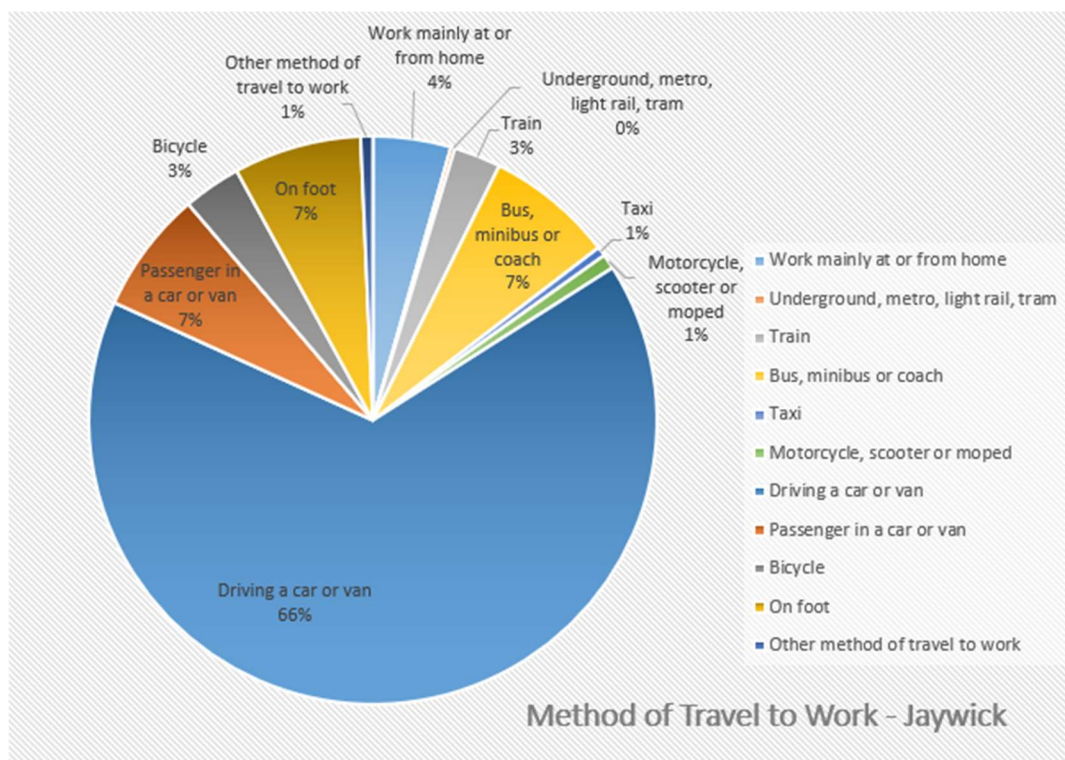


Figure 6: Main Mode of Travel to Work for usual residents of Jaywick

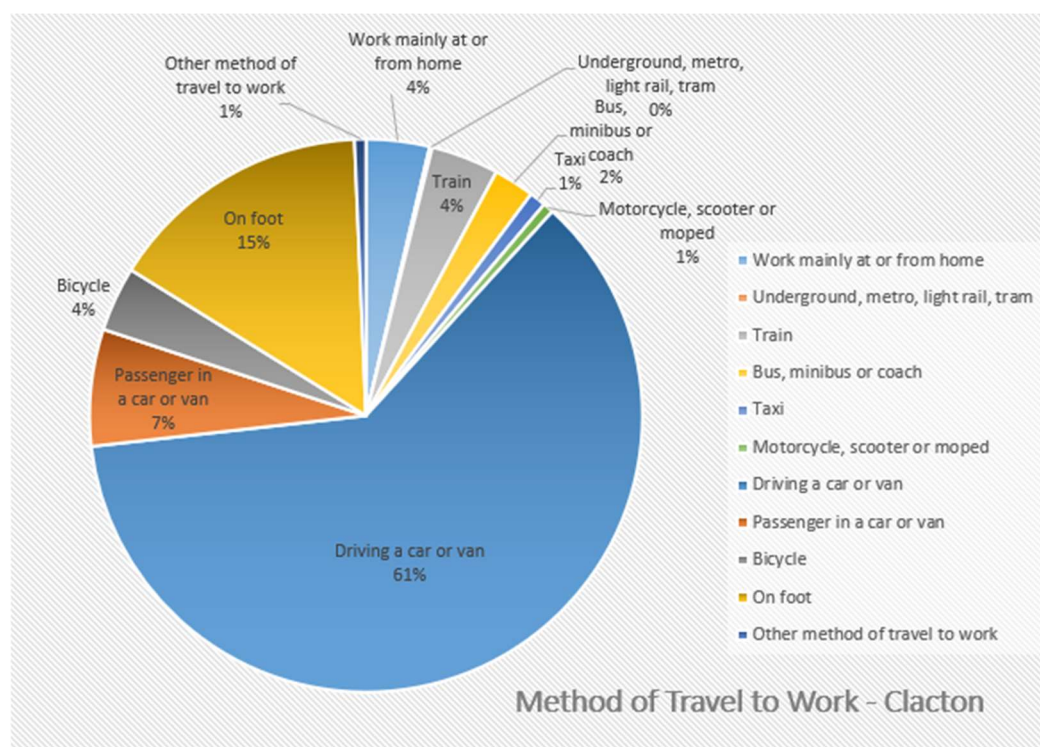


Figure 7: Main Mode of Travel to Work for usual residents of Clacton

From this, the key points regarding how people travel to work are:

- In Jaywick, 66% of journeys to work are by car and for Clacton 61%;
- followed by walking, passenger or bus (all 7%) in Jaywick and by foot (15%) in Clacton; and
- relatively low usage of cycling (3% and 4% respectively) as the main mode of travel to work.

As part of the 10 year national census, respondents are asked to state their main mode of travel to work, by distance. The 2011 Census results for cycling in Essex are shown in Figure 8 below.

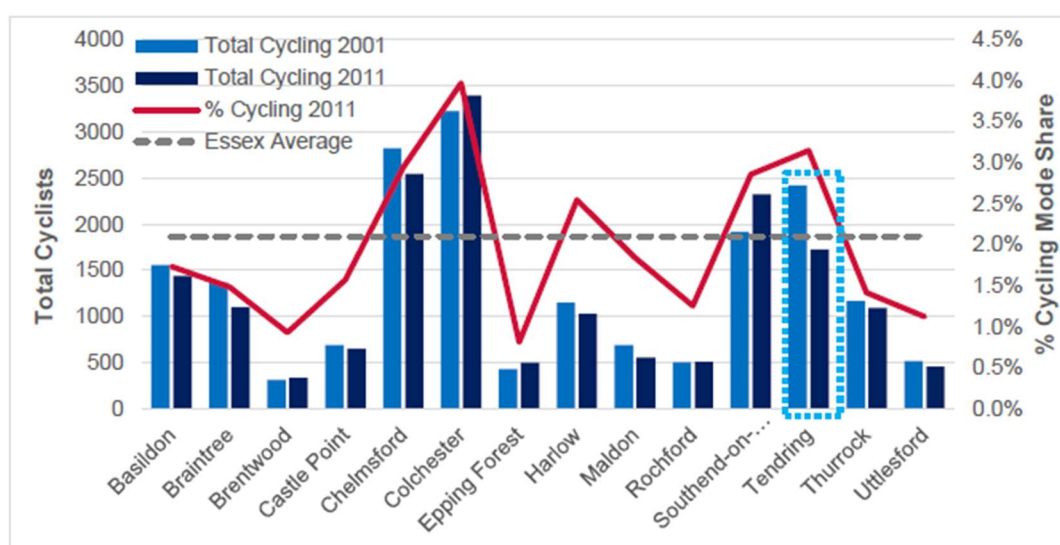


Figure 8: Census Cycling to Work by Borough / District / City in Essex

As can be seen in Figure 8, Tendring has average levels of people cycling to work compared with other Essex Districts, with 1,700 people cycling to work every day in 2011. In terms of modal share, 1.7% of all journeys to work are made by bike, which is lower than the Essex average of 2.1%.

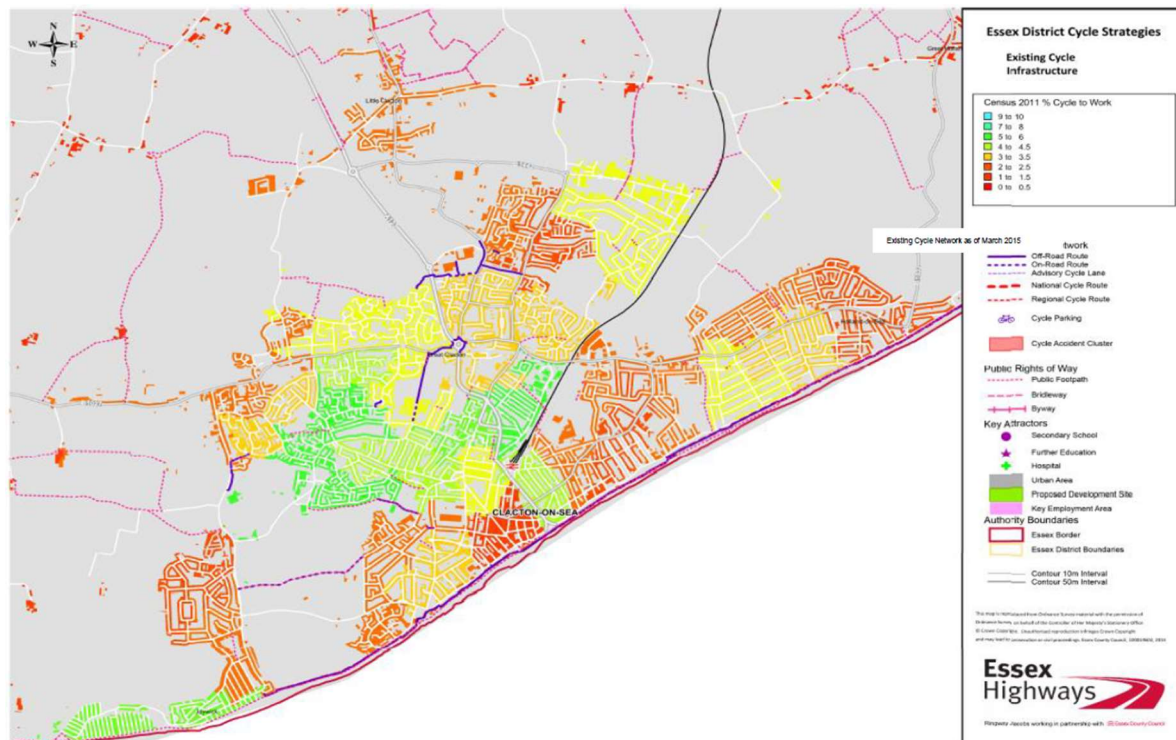


Figure 9: Cycling to work by origin in Jaywick and Clacton

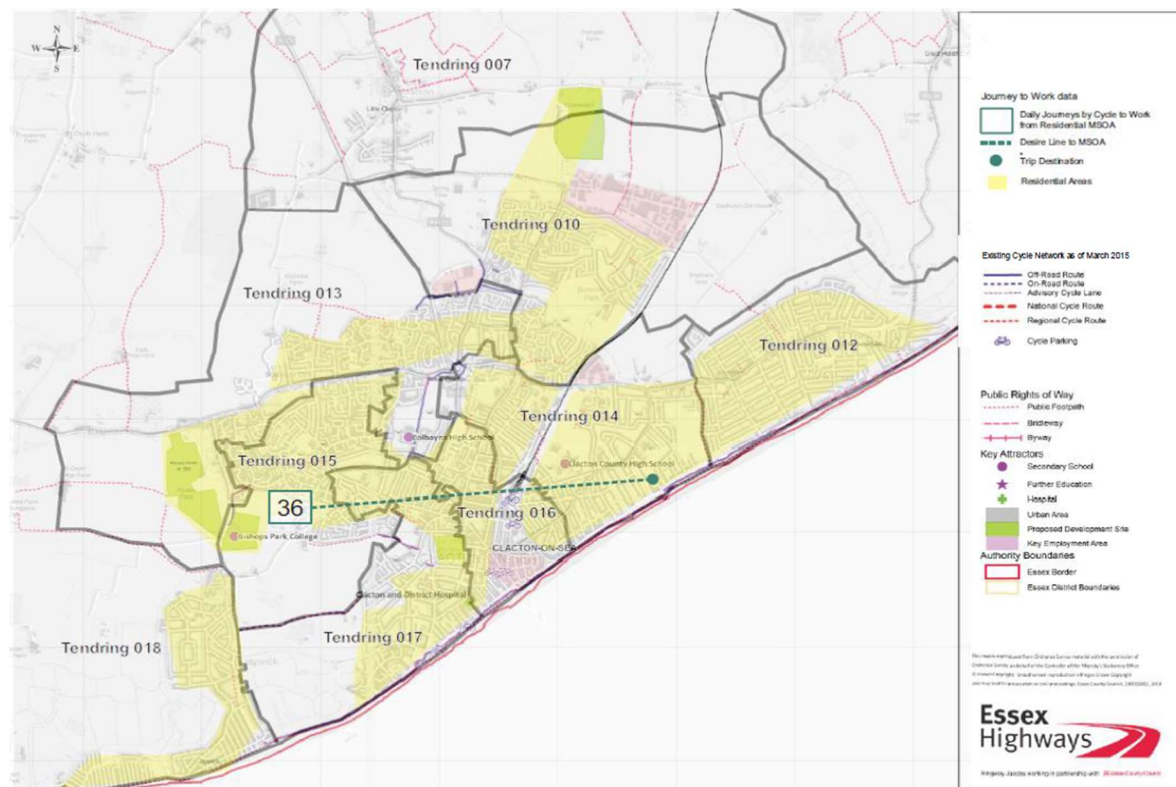


Figure 10: Predominant commuter flows for journey to work by bicycle in Jaywick and Clacton

Rail

The 2018 / 2019 entries and exits for Clacton railway station was 799,344.

There are currently 25 trains a day from Clacton to London, Liverpool Street with the first train leaving at 04:20 hrs.

The 2011 Census only records main mode, by distance, and, therefore, assumptions must be made when analysing journeys that would be multi-modal. Where commuters have stated their main mode of travel to work to be by rail, this often ignores the mode of travel in getting to the station, whether by car, cycle or walking. Therefore, an additional assessment has been made which excludes a percentage of rail commuters living within 1km of the rail station, as it is expected the majority of those people would walk to the rail station.

Clacton Railway Station is located in the middle of the town, approximately 650 metres from the seafront and less than 600 metres from the town centre shops.

Propensity to Cycle

Propensity to cycle tools were used to identify the best areas to increase modal share and assist in increasing trips.

The figures below show the propensity to cycle data and the resulting key desire lines.

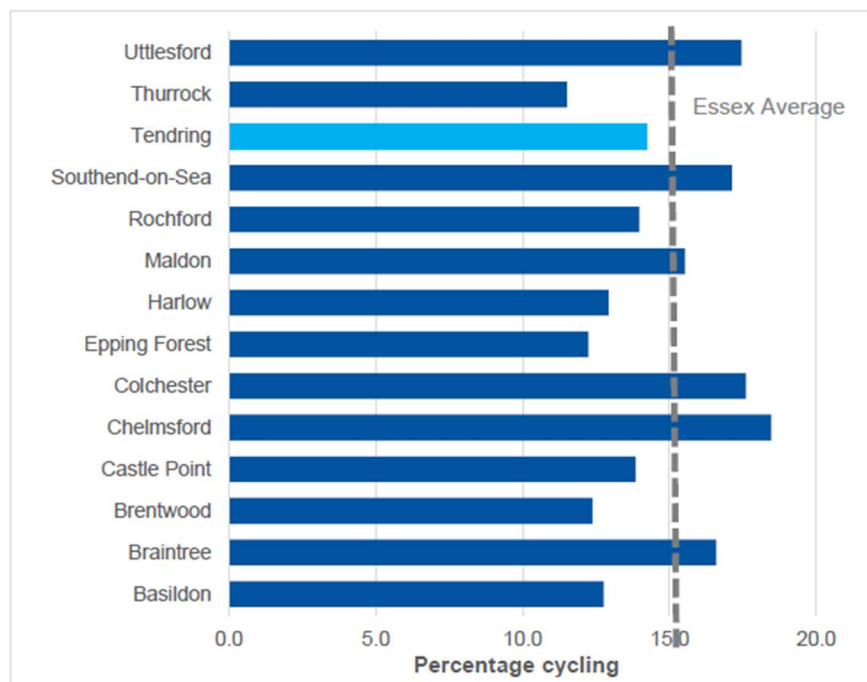


Figure 11: Propensity to Cycle in Tendring versus other Districts in Essex

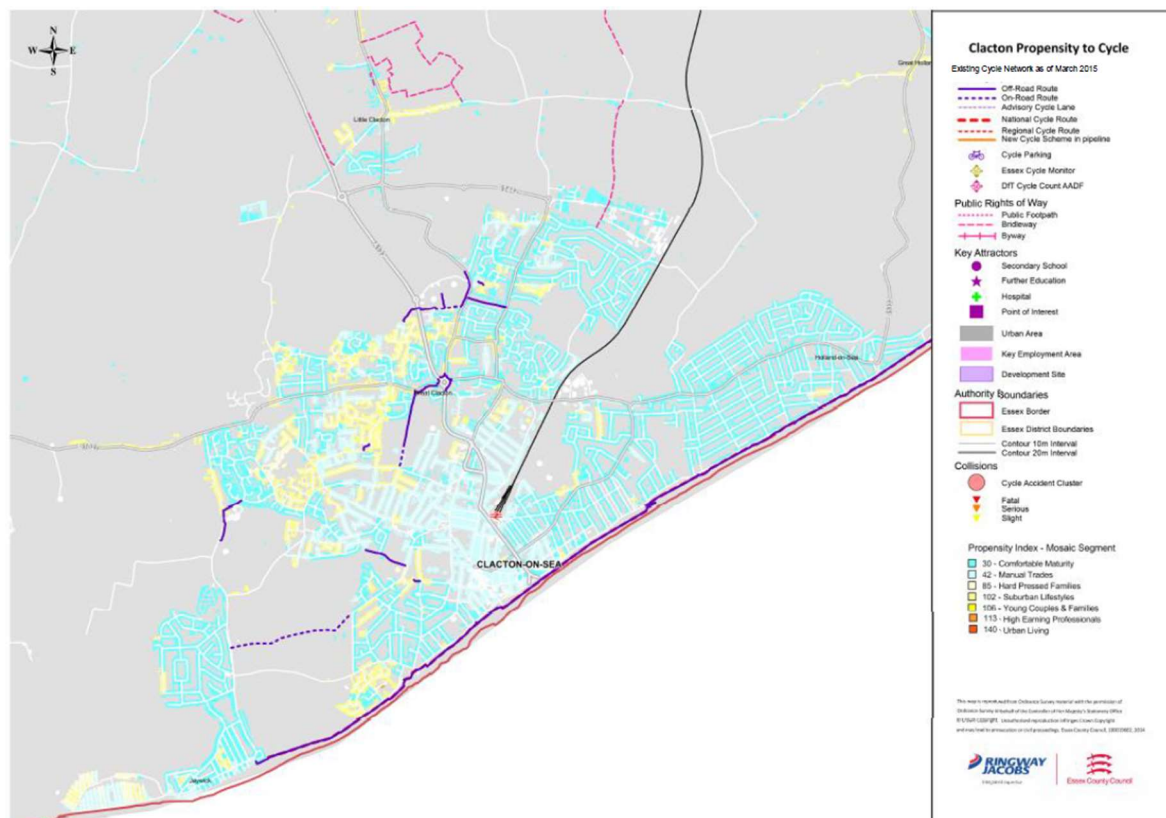


Figure 12: MOSAIC Analysis – Propensity to Cycle in Jaywick and Clacton

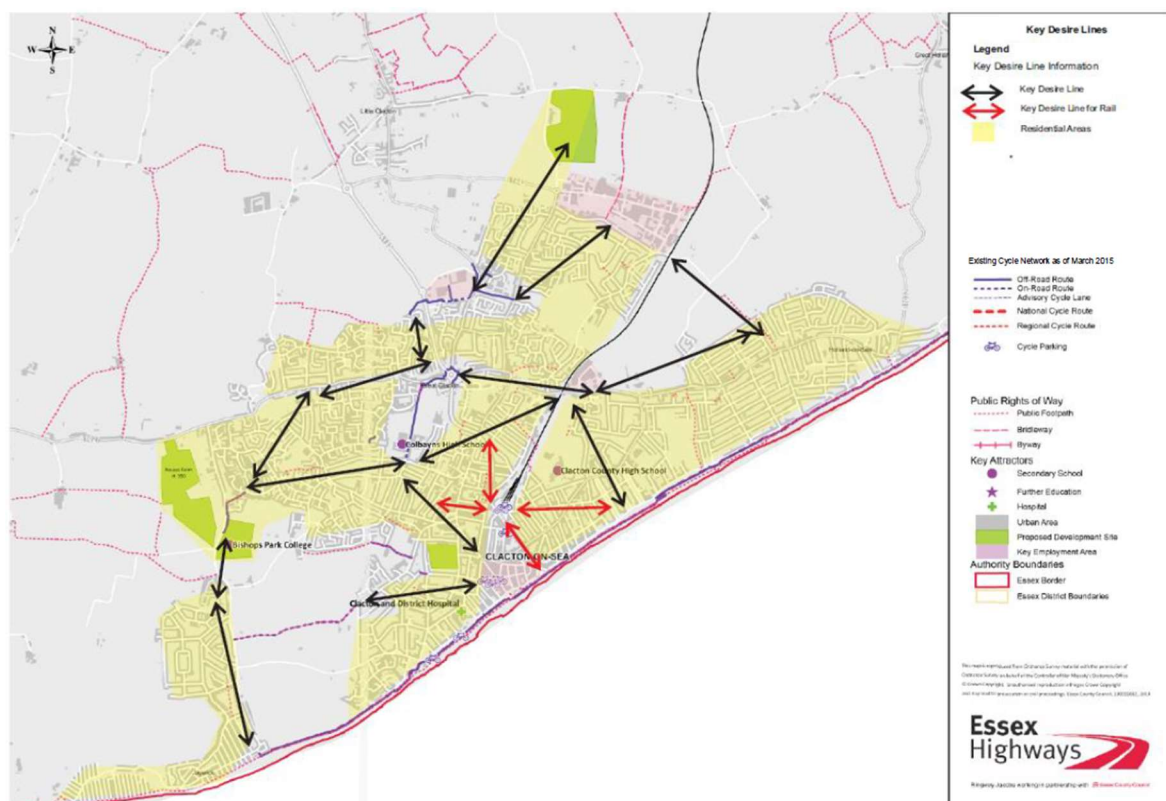


Figure 13: Cycling Desire Lines in Clacton

2.6. Sources of funding:

Essex has already contributed to a number of programmes in the overall district of Tendring e.g. Colchester to Clacton RBS Improvements and other schemes in North Essex, primarily in and around Colchester. Unfortunately, because of other requirements, ECC's capital money is already committed and the availability of other sources of funding have been exhausted.

It would not be possible for ECC, or indeed Tendring District Council, to fund this scheme completely without support.

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

Impact of not changing

It would not be possible for ECC to fund the schemes without support and an opportunity to improve sustainable travel, provide access to jobs, training and reduce congestion in Jaywick and Clacton would be missed.

By not improving the cycle route, adults, particularly in Jaywick will not have the opportunity to seek work in Clacton and beyond. Also, they will miss the opportunity to adopt a healthy and affordable mode of travel which avoids unnecessary congestion at peak hours and provides transport at the time it suits them. People's life chances will remain unimproved and likely result in further decline.

Further, by investing in the community, it will help to improve Jaywick's residents' 'self-worth', demonstrate that they have not been forgotten about and show they are less cut-off from the rest of the County.

2.8. Objectives of intervention:

	Problems / Opportunities versus Objectives						
	Connectivity	Employment	Cycling	Environment	Health	Safety	Congestion
Objective 1	✓✓✓	✓✓✓					
Objective 2	✓✓✓	✓✓✓					
Objective 3	✓✓	✓✓	✓✓	✓✓			
Objective 4	✓✓	✓✓	✓✓✓				
Objective 5				✓✓	✓✓		✓✓
Objective 6				✓✓	✓✓		
Objective 7			✓✓✓	✓✓	✓✓✓		✓
Objective 8	✓✓✓	✓✓	✓✓	✓✓	✓✓		✓
Objective 9	✓✓					✓✓✓	✓✓
Objective 10	✓✓					✓✓✓	✓✓
Objective 11	✓✓		✓✓✓				

Objectives

The following are the scheme objectives:

- Connectivity**

Objective 1 - Provide improved cycling links in Jaywick and Clacton and especially between the two centres

Objective 2 - Ensure good connectivity between the two centres to places of work and the train station, connecting the sea front to the Clacton town centre

- Employment**

Objective 3 - Improve access to employment opportunities and workforce upskilling and training prospects

- **Environment**

Objective 4 - Encourage residents and employees in Jaywick and Clacton to access alternative sustainable modes i.e. cycling

Objective 5 - By encouraging modal switch provide a positive effect on the environment by improving air quality, reducing emissions and supporting the climate change agenda.

Objective 6 - Improve connectivity without impacting the environment

- **Health**

Objective 7 - Improve health and well-being by encouraging more cycling

- **Sustainability**

Objective 8 - Improve connectivity and encourage sustainable methods of travel for residents and employees in Jaywick and Clacton

- **Safety**

Objective 9 - Improve safety by removing people and cyclists from using on-road facilities

Objective 10 - Improve safety by enabling better and smoother moving traffic on the local network

- **Resilience**

Objective 11 - Provide enhanced cycling infrastructure with improved maintenance provision.

2.9. Constraints (see also Appendix H for Powers & Consents):

All land identified for this scheme is either Highways land, or is on land belonging to Tendring District Council. Consequently, it is believed that no new specific planning permissions will be required.

It is believed that, minimal, if any, statutory undertaker works will be required.

As such, it is believed that there are minimal, or no constraints for the scheme.

2.10. Scheme dependencies:

The Tendring Bikes project would be used to 'kick-start' the Big Essex Cycles scheme and would only contribute some funding for the first two years to get the project started. The total cost for Big Essex Cycles is estimated at £2.116m over four years. The GBF programme of work largely focuses on the infrastructure element of enabling increased cycling between the two localities, with some additional funding to get the Big Essex Cycle Scheme initially up and running. However, the behavioural change work, building community resilience and capacity within the community / voluntary sector within Jaywick and Clacton will be delivered through the Big Essex scheme.

The two schemes are closely dependent on each other and one could not go ahead without the other. For example, the cycle path could be upgraded, and storage facilities delivered, however, given the level of deprivation within the community, there are few people who would be able to benefit from the route. The Big Essex Cycle scheme is therefore required to remove the barriers to bike ownership by loaning bikes to the most vulnerable members of society, supporting new users to expand their travel horizons in order to access employment, training and leisure opportunities. Together the schemes will reduce the inequality gap in the most deprived areas in Essex and provide greater life chances to residents from children to adults.

See also Appendix B3.

2.11. Expected benefits:

Greater access to employment opportunities will support local new developments in Tendring such as those listed above in Section 2.4. Furthermore, the scheme will support enterprise investing in the local economy, including start-up or local businesses that could include e-cargo bike delivery, leisure rides, mobile repair shops, cycling cafes and bike building / recycling.

By encouraging greater levels of cycling, the health and wellbeing of the Jaywick community will be improved and local community networks developed, building community resilience and growth within the most deprived localities in Tendring and, thereby, reducing community isolation and reliance on social service provision.

By improving the overall wellbeing of the Jaywick community, delivering behavioural change and raising local perceptions of the area will deliver long-term positive outcomes, ultimately leading to increased land values and an uplift in house prices. It will be the catalyst for transformational change and provide the foundation for further sustainable growth in the future.

The scheme, combined with the GBF Commercial Case, will represent one of the most significant regeneration investments within Jaywick in over a decade.

2.12. Key risks:

For the Risk Management Strategy, see Appendix B1 and for Key Risks Appendix B2.

A summary of the key risks is shown in Table 2 below:-

Table 2: Risk Management Strategy

Type	Description	Responsibility	Mitigation / Proposed Resolution	Probability	Impact
Stats	Unforeseen Statutory Undertakers work	Essex Highways	Conduct early investigations to allow sufficient time to resolve	Low	Medium
Delivery Partners	Delivery partners cannot achieve required quality of outcomes	ECC / Essex Highways	Maintain constant dialogue with partners and take action when outcomes appear unachievable.	Low	High
Costs	Construction costs escalate or tender prices higher than envisaged	Essex Highways	Obtain early estimates, monitor regularly, work closely with suppliers and develop alternative plans if required	Low	Medium
Cycling Hub	Unable to get appropriate cooperation from cycling hub	ECC / TDC	Conduct early discussions and continue to negotiate	Low	High
Vandalism	New bikes or cycling hub vandalised	TDC / Police	Ensure Hub has appropriate security and that all bikes are locked away securely	Medium	Medium
Public Acceptance	Lack of interest or acceptance in Jaywick and Clacton	ECC / TDC	Appropriate marketing of new facilities will be essential. Once it is seen to work, 'people will come'.	Medium	Medium
Project	Lack of capacity to deliver the programme in full	ECC	Ensure resources are allocated and identify potential contingency support	Low	Medium
Economic Climate	Adverse economic climate as a consequence of further COVID-19 restrictions or Brexit	ECC	Monitor situation as closely as possible and follow Government guidelines	Medium	High

3. ECONOMIC CASE

3.1. Options assessment:

Access to Employment

From Jaywick, access to work can be by car, bus, cycling or walking.

The distance from the centre of Jaywick to Gorse Lane Industrial Estate is almost 5.5 miles (9 kms).

Car ownership in Jaywick is significantly lower than the average for Essex. The bus timetable prevents an early start (see below) and the distance is too far to consider walking on a regular basis.

The key aspect of this bid is to provide the infrastructure and means for the people in Jaywick to link into the cycling network of Clacton and thereby access the job opportunities that exist there, or beyond. There are currently over 2,000 businesses in the Clacton area, however, for many residents with limited access, these prospective jobs are currently not feasible employment opportunities. Apart from a few small businesses and care / support workers, there are presently no job opportunities in Jaywick. The proposed Commercial Space and Market Site would provide up to 90 new job opportunities, with this scheme delivering the connectivity to support its success.

Bus Services

Currently the first bus service from Jaywick leaves at 07:02 hrs, which means that people using this service would not arrive at the Gorse Lane area in Clacton before 07:45 hrs, which is too late for some employees to start work.

The bus operator (Hedingham) is not keen to improve the service whilst they believe there is no demand for it. The other problem is that, for people on low pay, the actual cost of the bus fare can be prohibitive.

Cycle Infrastructure

Other alternatives are therefore required to get people living in Jaywick to work. It is for this reason that providing an alternative through cycling is a sensible, cost-effective option. However, the only way for this to work would be to provide, not only the infrastructure, but also the bikes themselves.

Options for the cyclepath are:-

- Upgrade the current seafront / road route – most cost-effective option
- Provide a new cycle route inland using current roads – more expensive option.

There are two issues associated with the options between inland and seafront.

Firstly, the cost to develop a segregated inland route where cycling routes do not already exist is more than enhancing a cycling route along an already established cycleway / footway. The inland route was costed at approx. £1m per km versus half of that for the seafront route.

Secondly, the inland route would require more junction crossings, removal of restrictive parking and would require more costs to negotiate people's driveways and entrances.

Provision of bikes

Various schemes to provide loan bikes have been considered, but the preferred option is to offer them on a term-loan scheme modelled on the successful Birmingham Big Bikes Scheme run by TAWS (The Active Wellbeing Society) – See Appendix K. Bikes would be loaned to eligible residents for one year with activity tracked via GPS to monitor usage, with the view to be gifted to the individual at the end of the loan term. In the first phase, the plan is to loan up to 620 bikes.

Different options were considered for where to base the facilities for loaning out the bikes. It was decided that the best option was to base them close to the current 'Bike Kitchen' hub, which operates out of a small business unit in the Enterprise Centre at Jaywick by a charitable organisation deeply embedded and operating within the complex community. A new dedicated facility on land adjacent to the current hub will be constructed as part of the Big Essex Cycles Programme.

Job creation

Initially, the job-related benefits of the Birmingham scheme were based on people reporting an ability to travel further for work, either for a new job, or a better job. During the life of the scheme, participants started to report that they also used their bikes for jobs in courier and delivery roles. By the end of the scheme, some previously unemployed and non-cycling participants had been taught to ride, received a bike, undertaken the ride leader course, and were now working as paid Bikeability instructors in local schools in their communities.

Job and training opportunities will be also be directly created as part of the bike build phase, with the final stage of each bike being built on site by local residents. Bike maintenance roles to ensure the ongoing success of the scheme will also be required.

3.2. Preferred option:

Based on the above analysis, the preferred option is based on the following two elements:-

- Improve the infrastructure – seafront / road cyclepath, with segregation where possible
- Provide a bike loan scheme - comparisons with the Birmingham Big Bike Scheme were analysed and, as their success rate was above expectations, adoption of this alternative is proposed.

The preferred option aligns with the objectives identified in Section 2.8 above.

3.3. Assessment approach and economic appraisal inputs:

The Department for Transport's Active Mode Appraisal Toolkit (AMAT) (May 2020 version) (<https://www.gov.uk/government/publications/tag-social-and-distributional-impacts-worksheets>) was used to derive the Present Values (2010 Price and Values) of Benefits and Costs.

The application and approach were shaped by the recent Emergency Active Travel Funding applications and the guidance issued with that and experience gained. AMAT is designed to be consistent with UK Government guidance on policy appraisal including the HM Treasury Green Book and DfT Transport Analysis Guidance (TAG). An AMAT version with updated GDP values dated July 2020, but becoming available later, could not be used in time, but checks indicate very little difference in results and actually showing slightly higher Present Values of Benefits.

The appraisal accounts for the infrastructure improvements and the bike provision scheme, with LEP funding sought for the infrastructure elements and contribution towards the bike scheme.

AMAT was used to deflate and discount costs and benefits were produced in several runs for existing and forecast users and different elements of the infrastructure provision. Benefits include the health benefits of cycling (reduced risk of premature death and absenteeism) and journey ambience.

Costs:

The cost estimates applied in the economic appraisal for infrastructure improvements, included:-

- Itemised quantities, rates and cost
- Allowance for risk (set at 15%)
- Preparation cost including design cost

- Supervision cost
- Inflation from 2020 Base to 2021 (envisaged implementation year) from Construction Price Indices.

The estimate for the Big Essex Cycles scheme includes provisions for risk at 15% and for inflation at 2%, with 15% optimism bias allowed in the AMAT applications.

As construction methods are well known and not intrusive, it was considered that the 15% Optimism Bias default applied to the cost estimate in AMAT is appropriate.

For entry to AMAT, it was assumed that the additional infrastructure would require an additional 2% of construction cost every 5 years to maintain it. For the Bike scheme, £20,000 per year was allowed up to 2023, for follow-up, training etc. and similarly entered. No sunk cost was included

User estimates

In absence of extensive survey data, current and future users numbers were derived from application of the Propensity to Cycle Tool, based on 2011 Census Data and Census data itself as set out in Appendix N, and informed by some counts and Strava Data.

Notes on the Economic Case can be found at Appendix N.

3.4. Economic appraisal assumptions and results

Appraisal Assumptions	Details
AMAT	<i>May 2020 Issue</i>
Opening Year, Appraisal Duration	<i>Opening Year – 2022 20 Year Appraisal Period</i>
Price Base / GDP Deflator	<i>Cost estimates are in 2020 prices and inflated by BCIS Indices to the year of expenditure with WebTAG GDP deflators used in DfT Active Mode Appraisal Toolkit to deflate to 2010 prices</i>
Real Growth (i.e. above CPI or below)	<i>Construction cost inflation was applied to 2020 Cost Estimates for the Financial Case. For the Economic Case, prices, including inflation, were deflated and discounted to 2010 values.</i>
Discounting	<i>Within the Active Mode Appraisal Tool (3.5% per year for 30 years and 3.0% thereafter) to discount to 2010</i>

In normal circumstances, mode shift occurs when people are encouraged to switch from cars to public transport, walking or cycling.

In Jaywick, half of all working age adults are not in employment and less than half of all residents own a car. For the purposes of this programme of work, it was not felt appropriate to consider modal shift within the calculations, as a large majority of users will be 'new' to cycling. The majority will not have changed mode of transport from car to cycling, as many simply do not travel beyond Jaywick with any regularity. A small proportion will use public transport to travel to Clacton, but, given the limited number and data available, it was not felt appropriate to be included within the appraisal and so, for this project, mode shift is assumed to be not applicable. This was confirmed by Ethnographic research undertaken by ECC in 2019.

Based on Census data, only 3% of people in Jaywick cycle. For the purposes of this project, it is assumed that loan bikes will be distributed to new users, thereby removing any factor of 'deadweight'. 'Do Nothing' is to leave the status quo, with a very low percentage of people cycling. 'Do Something' is based entirely on new cycling trips.

Results of the Economic Appraisal are summarised in the AMCB table below:-

Analysis of Monetised Costs and Benefits	
Congestion benefit *	0*
Infrastructure maintenance *	0*
Accident *	0*
Local air quality *	0*
Noise *	0*
Greenhouse gases *	0*
Reduced risk of premature death	2,064,421
Absenteeism	289,256
Journey ambience	1,735,911
Indirect taxation *	0*
Government costs	1,930,446
Private contribution	0.00
PVB	4,089,588
PVC	1,930,446
BCR	2.12 (High)

* Mode switch was not considered applicable and thus environmental benefits are not applicable.

3.5. Sensitivity tests:

As Shown in Appendix N, sensitivity tests included application of an AMAT testing version, an alternative decay rate for the cycling provision scheme, assumptions around weekend trips and reduction of uptake of cycling. Results indicated BCRs in the 1.5 (Medium) to over 2.0 (High) range.

3.6. Environmental impacts:

Environmental Impact	Assessment
Noise	Slight Beneficial
Air Quality	Slight Beneficial
Greenhouse Gases	Slight Beneficial
Landscape	Slight Beneficial
Townscape	Slight Beneficial
Heritage	Neutral
Biodiversity	Neutral
Water Environment	Slight Beneficial

3.7. Social impacts:

Social Impact	Assessment
Accidents	Slight Beneficial
Physical Activity	Large Beneficial
Security	Slight Beneficial
Severance	Moderate Beneficial
Journey Quality	Moderate Beneficial
Option values and non-use values	Slight Beneficial
Accessibility	Large Beneficial
Personal Affordability	Large Beneficial

For a summary of the Social Impacts, see Appendix P1.

3.8. Distributional impacts:

For a summary of the Distributional Impacts, see Appendix P2.

3.9. Wider impacts:

As previously outlined, the scheme is an integral part of a wider regeneration programme within Jaywick and Clacton and therefore delivers a wide range of economic and social benefits, including direct job creation, access to opportunity, improved life chances both from an economic and health perspective and access to services via sustainable and low cost connectivity (as referenced in Section 2.5 above)

3.10. Value for money:

Details and AMCB tables are shown above, while the Appraisal Summary Table can be found at Appendix Q.

The base economic appraisal indicates the scheme generates a **BCR of 2.12** and a **Net Present Value of £2,159,142**.

4. COMMERCIAL CASE

4.1. Procurement options:

Essex County Council (ECC) are committed to providing best value in the delivery of major highways schemes across the county. ECC has undertaken numerous procurement processes for major schemes.

- Essex Highways will be the delivery partner for the design of the scheme
- The construction will be subject to tender process through the Eastern Highway Alliance (EHA)
- ECC have a good track record of scheme delivery through this process
- Use of the EHA ensures a ready supply chain with established contractors.

4.2. Preferred procurement and contracting strategy:

The Eastern Highways Alliance and SMARTe and the Highways Agency Framework have all been used extensively in prior major projects e.g. Sadlers Farm, Army & Navy Improvements, Chelmsford and Roscommon Way, Canvey.

Construction will be delivered through the Essex Highways Service Direct Delivery Framework using supply chain partners.

The benefits of procuring the scheme through this route are:-

- early involvement with the contractor
- use of supply chain partners who are familiar with the delivery of smaller complex projects under tight deadlines
- flexibility and opportunity to accelerate the delivery of smaller elements through the 'Walk, Talk and Build' process, thus increasing confidence in project delivery timeframe
- the utilisation of the Framework is endorsed by the ECC procurement team and the ESH Construction Management Group.

4.3. Procurement experience:

Essex County Council will take the lead in delivering the infrastructure elements of the project through the 'Essex Highways' Partnership with Ringway Jacobs. Since 2012, Essex County Council and Ringway Jacobs have been engaged in a contractual partnership delivering strategic planning, designs, delivery and maintenance of infrastructure projects on the highway network. The partnership delivers an integrated service and is the largest single transportation contract in the UK.

The partnership will be the preferred method of delivery for this project as it provides access to a wide range of expertise required by the project team, beyond the staff employed directly in Essex through the ability to reach into the significant corporate and commercial expertise of Ringway Jacobs.

Quality and innovation will be a key aspect to the effective delivery of this project. In 2015, Essex Highways was one of the first Local Authority/ Service Provider partnerships to achieve ISO 44001, recognising the collaborative approach to business relationships and receiving accreditation to BS55001 Asset Management in March 2017 - a unique achievement for any Local Authority. In 2017, the partnership won the prestigious National Transport Local Authority of the Year Award. In February 2020, recognising the quality and delivery confidence in the contract, Essex County Council extended the partnership until 2027.

The partnership regularly delivers MHCLG, DfT and SELEP funded schemes across the County and is familiar with the requirements of timely delivery to the required quality and outcomes.

Alternatives exist for most sourcing and resourcing requirements and is therefore not considered a major risk. ECC has vast experience of delivering similar schemes and always has alternative sources available.

As a demonstration of prior experience at delivering programmes such as this, the following schemes are operational and were delivered on programme and to budget:

- A414 Maldon to Chelmsford RBS
- Colchester Integrated Transport Package (ITP)
- Colchester LSTF
- Colchester Town Centre
- South-East LSTF
- Colchester Park and Ride
- Basildon ITP (Phase 1)
- Mill Yard, Chelmsford
- Chelmsford to Braintree RBS
- A127 Resilience Package
- Colchester to Clacton RBS
- Basildon Flagship Cycle Route (Basildon ITP3)

Under construction:

- A414 Harlow Pinch Point Package

Approved at the November 2017 Accountability Board:

- M11 J8

Approved at the February 2018 Accountability Board:

- Chelmsford City Growth
- Gilden Way Upgrading

Approved at the February 2019 Accountability Board:

- Fairglens Link Road and Slip Road

Since 2014 and the start of the Government's Local Growth Fund, ECC have been awarded £150m for 20 different packages of schemes. Of these, 11 packages have been completed with a further 6 in progress and 3 pending. Section 4.3 details some of these schemes indicating a high level of market maturity.

ECC, through Essex Highways and its principal contractor Ringway Jacobs, is able to flexibly source construction contracts through its suppliers to ensure capacity is available when needed. This scheme will not require any major construction work and the timing of delivery is reasonably flexible around the summer peak season. It is assumed, therefore, that market capacity will not be an issue.

4.4. Competition issues:

The construction will be subject to a tender process through the Eastern Highway Alliance (EHA).

4.5. Human resources issues:

None identified.

4.6. Risks and mitigation:

Delivery of this proposal will have a significant impact on people (both officers and members of the public), community organisations and partners involved. To maintain confidence in delivery, risk management will be conducted at both a programme and project level, with a detailed and up-to-date strategic risk register capturing all key risks, the RAG status, commentary and mitigating

actions. The register will be a standing item at project and board meetings to ensure ownership and delivery remains on track. Alongside this, Essex Highways will manage their own internal RAID / RISK register for infrastructure delivery.

In line with the management framework above, the following risk management roles and responsibilities will be in place:

- SRO (Steve Evison, ECC) – who will hold overall responsibility for putting in place an effective risk management policy and process;
- Clacton / Jaywick Regeneration Programme Board – will have oversight responsibility for risk management processes;
- Programme Manager and / or Project Lead – responsibility for implementing risk management policy; and
- Risk owner – the person best placed to direct or take mitigating action against an identified risk.

4.7. Maximising social value:

During the development of the project, the opinions of all interested parties and stakeholders will be taken into account for the proposed scheme. This ensures that proposed actions will have been considered against the economic, social and environmental well-being of the residents or persons affected.

5. FINANCIAL CASE

5.1. Total project value and funding sources:

The Big Essex Cycles scheme is estimated to total £2.4m. ECC plans to contribute £100k towards the bike loan programme through the LDP funding programme.

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

This bid requests £2.3m of GBF capital funding from SELEP. ECC will forward fund the design and development costs this year to provide a fast start to ensure construction is completed by March 2022.

5.3. Costs by type:

Cost type (£m)	Expenditure Forecast						
	20/21		21/22		Total		Total
	ECC	SELEP	ECC	SELEP	ECC	SELEP	All
Capital							
Construction, Stats etc		0.330		0.935		1.265	1.265
Design & Development		0.190		0.000		0.190	0.190
Risk		0.060		0.217		0.277	0.277
Inflation		0.005		0.020		0.025	0.025
Management & Supervision		0.017		0.046		0.063	0.063
Big Essex Cycles Scheme - Bikes, Storage etc		0.058	0.100	0.106	0.100	0.164	0.264
Revenue							
Big Essex Cycles Scheme - Revenue Support Costs etc		0.012		0.310		0.322	0.322
Total funding requirement	0.000	0.672	0.100	1.634	0.100	2.306	2.406

Note 1/: Optimism Bias has not been applied to the costs in the Financial Case

No sunk or past costs have been included in the estimates.

Detailed cost sheets can be found at Appendix R1 and R2.

5.4. Quantitative risk assessment (QRA):

Risk has been calculated at 15%, both for infrastructure (£189.8k – excluding design and inflation) and for the elements of the Big Essex Cycles scheme (£87.8k – excluding inflation).

The Quantitative Risk Assessment will be developed later at the start of the programme.

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

Funding source (£m)	Expenditure Forecast		
	20/21	21/22	Total
SELEP	0.7	1.6	2.3
ECC	0.0	0.1	0.1
Total funding requirement	0.7	1.7	2.4

ECC will forward fund the design and development costs this year to provide a fast start to ensure construction is completed in time to support scheme launch in April 2022.

5.6. Funding commitment:

Section 151 Officer sign-off is included at Appendix A.

5.7. Risk and constraints:

Throughout the development of the scheme, risks will be identified, recorded and actively managed. See Appendix B2. Where appropriate, risk owners will be allocated and tasked with eliminating risks, where possible, or identifying mitigation measures for residual risks. The same ethos will be taken through to the delivery stages of the scheme.

The quantified risk register will be updated as part of the procurement process to collate and cost, as accurately as possible, construction related risk. This process will inform a more competitive tendering process.

The approach to risk transfer will be such that the management of a particular risk will rest with the party best placed to manage them.

Costs will be carefully monitored throughout the scheme and if any overruns start to emerge, contingency action will be developed. Options may include using alternative materials, programme timing acceleration or slight modifications to scheme design.

Risk Management (See Appendix B1)

A proactive risk management procedure is in operation, including a quantified risk assessment approach, which ensures that risks are continuously identified, owners assigned and mitigation measures put in place. Regular reviews check the status of each risk and regulate their control and mitigation. Project procedures also require that, should the likelihood or severity of risks be identified as increasing by this process, responsibility for its mitigation is escalated upwards through the project management chain to ensure that this is achieved.

All risks are currently owned by the partner authorities. As the project develops, it is expected that some of these risks will be transferred to contractors constructing the infrastructure. In addition, Essex County Council uses a proprietary online Risk Register to assess levels of risk and to track the progress of the risk management strategy for the scheme. The §151 Officer also has access to this system. Risks are categorised into five main areas, i.e.:

- Project and programme risks related to delivery;
- Consultation and stakeholder acceptance;
- Reputational risks to the project partner authorities (and ultimately the contractors and service providers);
- Statutory Processes; and
- Financial and funding risks.

Risk Allocation

ECC will bear all risk for the project as part of its role as Highways Authority.

6. MANAGEMENT CASE

6.1. Governance:

The organisation to deliver the scheme is shown in Figure 14 below. The roles and responsibilities of the parties indicated in the figure are described in the following paragraphs.

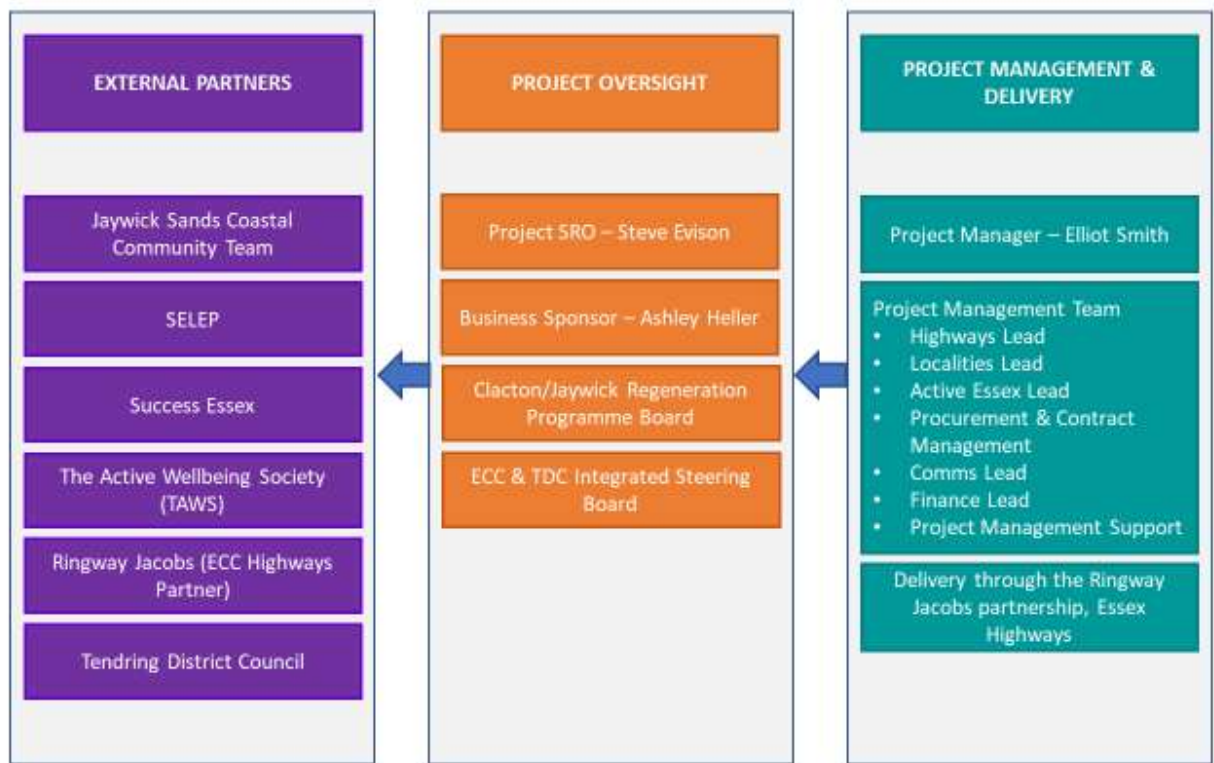


Figure 14: Arrangements for Scheme Delivery

Roles of Key Interested Parties:

South East Local Enterprise Partnership Board (SELEP) – brings together senior officers and transport portfolio holders of the partner statutory authorities promoting the scheme. Essex County Council acts as the lead authority for the scheme and provides the project's Senior Responsible Owner.

The arrangements between the statutory authorities promoting the scheme are in the process of being formalised through a joint working partnership agreement. This sets out the basis for governance of the project and for the financial contributions to be made by each party.

The Programme Board – is responsible for the direction and overall management of the scheme. The Project Board is chaired by the Senior Responsible Owner and made up of the Executive and Senior User for each of the partner statutory authorities, the Project Assurance Lead and the Business Change Lead. These roles are defined below. Project Board meetings are normally held every six weeks. The Project Manager reports regularly to the Project Board, keeping members informed of progress and highlighting any issues or concerns.

The responsibilities of the Project Board include:

- Setting the strategic direction of the project;
- Defining the scope and setting the timescales for major project milestones;
- Approving the appointment of the Project Manager;

- Providing the Project Manager with the strategy and decisions required to enable the scheme to proceed to programme and resolve any challenges;
- Securing necessary approvals through the partner statutory authorities;
- Approving the project scope of work, programme and budgets, as well as any subsequent changes;
- Signing off completion of each stage of the project and authorising the start of the next stage; and
- Monitoring project risks and taking any appropriate action to mitigate risks.

Strategic Partnership Board – formed to be responsible for managing the scheme and handling of any issues. Essex Highways will also provide technical support and advice.

Delivery Teams – reporting to the Project Manager, the Delivery Teams (one for each partner statutory authority) are responsible for organising and delivering work packages on the highways under the authority's jurisdiction. The Essex Delivery Team has the additional responsibility for common work packages.

Project Support – this team is responsible for project administration, including document control, project team communications, arranging meetings, updating plans, and chasing up the completion of actions.

Individual Roles:

Senior Responsible Owner (Steve Evison, Sustainable Growth Director, ECC) – has ultimate responsibility and delegated authority for ensuring effective delivery of the scheme on time and on budget.

Project Manager (Elliot Smith, Infrastructure Project Manager, ECC) – is the individual responsible for organising, controlling and delivering the scheme. The Project Manager leads and manages the project team, with the authority and responsibility to run the project on a day-to-day basis. They also will be assigned the task of running and updating the risk register and organising the monitoring of the delivery of the programme objectives.

Executives – represent the group in each partner statutory authority with responsibility for obtaining funding for the scheme (Chris Stevenson, Head of Connected Essex Integrated Transport, ECC) and securing resources to deliver it (Ben Finlayson, Head of Infrastructure Delivery, ECC).

Sponsor – the role of major sponsor is coordinated through the Transportation Strategy and Engagement Group (Ashley Heller, ECC).

Commissioning Delivery Manager (Gary MacDonnell, Project Manager, Commissioning Delivery, ECC) - The Commissioning Delivery Manager will provide coordinated management of projects associated with change management activities to achieve the aims and objectives associated with external funding requirements.

Senior Users (David Forkin, Senior Manager, Head of Maintenance; Alan Lindsay, Transportation, Planning and Development, ECC) – represent the group who will oversee the future day-to-day operation of the scheme.

Project Assurance Lead (Erwin Deppe, Client Services Director, Ringway Jacobs) – provides an independent view of how the scheme is progressing. Tasks include checking that the project remains viable, in terms of costs and benefits (business assurance), the users' requirements are being met (user assurance), and that the project is delivering a suitable solution (technical assurance).

6.2. Approvals and escalation procedures:

See above

6.3. Contract management:

Monitoring and evaluation will be undertaken at the appropriate points during scheme development (see Monitoring and Evaluation Plan – Appendix D2). Monitoring activities will be aligned to those best placed to do so and to existing regular monitoring and evaluation work. Land-use development related outputs are routinely monitored by planning authorities and this information will be tracked and linked to scheme completion where appropriate.

The strategy to be adopted for delivery will be based on the Managing Successful Programmes (MSP) standards and principles.

These standards will inform and shape the principles, governance themes and transformational flow of the delivery and subsequent realisation of benefits that will be derived from the programme and set out within this business case.

Four key areas will be managed:

- Governance – The structure, process, and procedure to control operations
- Management – Ensuring that relevant strategies and processes and accountability are in place to manage project activities, stakeholders and contractors.
- Integration – Key objectives and benefits are continuously reviewed against programme delivery to ensure realisation
- Finances – Monitoring and review of programme budget and contracted costs. Consideration of the application of infrastructure and resources to ensure financial outcomes and programme deliverables.

Within these four key areas will be the relevant strategies for managing the following:

- Benefits Management Strategy
- Risk & Issue Management Strategy (including Strategic Risk Register & Essex Housing RAID Document)
- Monitoring and Control Strategy
- Quality & Assurance Strategy
- Resource Management Strategy
- Stakeholder & Communications Strategy

6.4. Key stakeholders:



Key Stakeholders	Nature of involvement
Essex County Council (Transport / Localities / Place / Public Health)	Lead – strategic, management and political advocacy, support
Tendring District Council	Strategic management and political advocacy, support
Jaywick Sands Social Infrastructure (JASSI)	Support, data / insight, complimenting other local interventions and funding – resourcing support for program management - community engagement
Active Essex / Local Delivery Pilot (LDP)	Support, delivery, process learning and community development, data and evaluation leads
The Active Wellbeing Society (TAWS) - Birmingham	Expert partner, co-production and mentoring, process and delivery training and procurement support
Inclusion Ventures (Hub)	Community anchor organisation and delivery partner / designer
Citizens / Residents	Co-production, volunteers, workforce
Sport England	LDP learning and outcomes
Access Sport	Expert partner for all wheeled facility and club development in deprived areas
Cycling UK	Community Cycle Club Development and Big Bike Revival
British Cycling	Training and facilities
Sustrans	National Cycle Network – promotion of network and improvements
Health - CCG's / GP's / PCN's	Funding for health outcomes, data trials or cycling on social prescription, delivery and distribution sites
Commercial / Business	Sponsorship investment
Schools	Access to families, potential training room and support for modal shift and health / wellbeing of young people
Safer Essex Roads Partnership	Delivery of Bikeability Training across the County – insight and school access for promotion to families
Community Safety Partnerships	Funding help, promotional support, access to communities most at need. Partnership includes; Tendring District Council, Essex Police, Essex County Council, Police and Crime Commissioner's Office, Essex Fire Authority, Essex Community Rehabilitation Company, North East Essex NHS and Community Voluntary Services Tendring

6.5. Equality Impact:

See Appendix S.

6.6. Risk management strategy:

A proactive risk management procedure is in operation, including a quantified risk assessment approach, which ensures that risks are continuously identified, owners assigned and mitigation measures put in place. Regular reviews check the status of each risk and regulate their control and mitigation. Project procedures also require that, should the likelihood, or severity of risks, be identified as increasing by this process, responsibility for its mitigation is escalated upwards through the project management chain to ensure that this is achieved.

All risks are currently owned by the partner authorities. As the project develops, it is expected that some of these risks will be transferred to contractors constructing the infrastructure. In addition, Essex County Council uses a proprietary online Risk Register to assess levels of risk and to track the progress of the risk management strategy for the scheme. The S151 Officer also has access to this system. Risks are categorised into five main areas, i.e.:-

- Project and programme risks related to delivery;
- Consultation and stakeholder acceptance;

- Reputational risks to the project partner authorities (and ultimately the contractors and service providers);
- Statutory Processes; and
- Financial and funding risks.

6.7. Work programme:

See Appendix C.

6.8. Previous project experience:

Essex Highways / Ringway Jacobs have been responsible for delivering all non-HE highway schemes in Essex since April 2012. All schemes are run to tight budgets and timing constraints and this programme would be managed in the same way.

Since 2014, Essex County Council has delivered, or is in the process of delivering, nearly £140m of transport improvement schemes through SELEP LGF funding.

As a demonstration of prior experience at delivering programmes such as this, the following schemes are operational and were delivered on programme and to budget:

- A414 Maldon to Chelmsford RBS
- Colchester Integrated Transport Package (ITP)
- Colchester LSTF
- Colchester Town Centre
- South-East LSTF
- Colchester Park and Ride
- Basildon ITP (Phase 1)
- Mill Yard, Chelmsford
- Chelmsford to Braintree RBS
- A127 Resilience Package
- Colchester to Clacton RBS
- Basildon Flagship Cycle Route (Basildon ITP3)

Under construction:

- A414 Harlow Pinch Point Package

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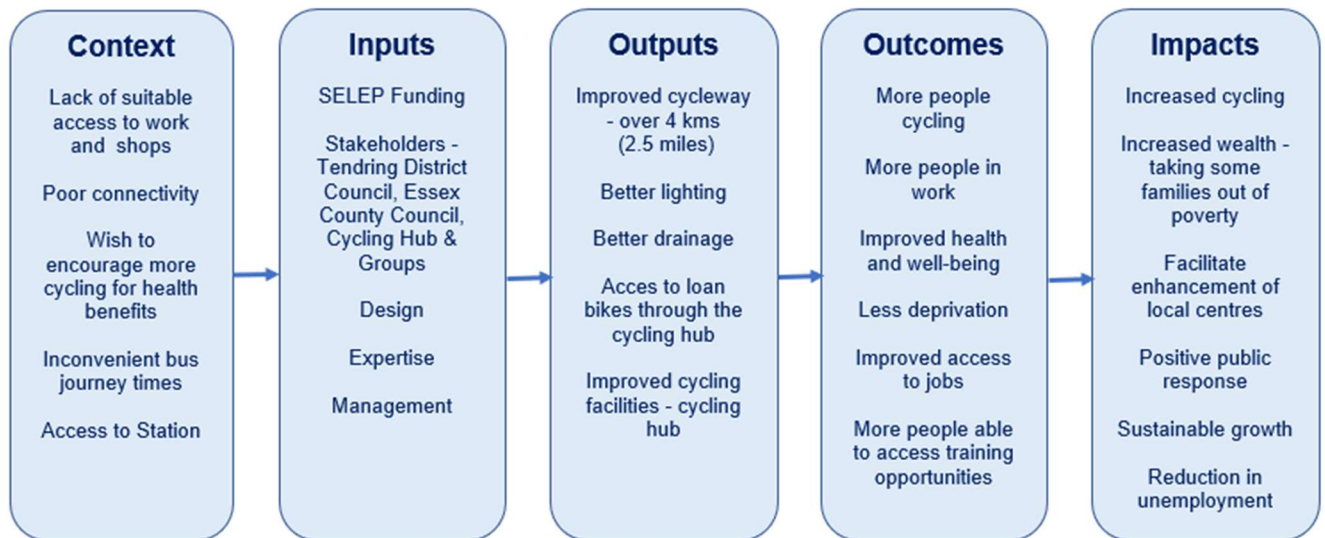
- Chelmsford City Growth
- Gilden Way Upgrading

Approved at the February 2019 Accountability Board:

- Fairglen Link Road and Slip Road

6.9. Monitoring and evaluation:

A Logic Map (see below) has been developed showing Context, Inputs, Outputs, Outcomes and Impacts:



Inputs

- Design, experience and expertise
- Construction equipment and materials
- Appropriate management and supervision.

Outputs

- Improved cycleway
- Better lighting, signage and drainage
- Access to Bike Loan scheme
- Improved facilities

Outcomes

- More people cycling
- More people in work
- Improved health and well-being
- Less deprivation
- Improved access to jobs
- More people able to access training opportunities

Impacts (evaluation)

- Increased cycling
- Increased wealth
- Positive public response
- Sustainable growth
- Reduction in unemployment

The only recent highway / transport scheme involving Clacton was the Colchester to Clacton RBS programme which delivered major improvements to two roundabouts on the route at Frating and Weeley. However, none of these has an impact on the town centre traffic.

A Monitoring and Evaluation Plan has been developed and will be refined further as part of the business case development to confirm the principal benefits of the scheme. The plan would be informed by the quantitative and qualitative analysis undertaken for the key performance metrics and wider benefits anticipated. Lessons learned from prior projects are automatically fed through to new projects on inception.

A requirement of the SELEP Assurance Framework is that each scheme will have an evaluation plan produced prior to final approval, independently reviewed, and monitored in accordance with this plan. This monitoring will be done according to government / SELEP guidance and will include one and three year reports.

ECC is mindful of the need to review and monitor highway or cycleway network performance at various stages of scheme implementation to manage and minimise any potential negative scheme impacts. A process of monitoring and evaluation will be implemented to support and inform ongoing wider monitoring activities that are in place, utilising where possible survey data, which is already collected.

Surveys will need to capture volumes, patterns of movement and journey times for all modes of transport, including private vehicles, public transport, and non-motorised users. Numbers of cyclists, traffic volumes, speeds and journey times will be monitored at key locations within the area affected by the scheme.

Road safety impacts will be monitored as part of routine county-wide annual monitoring programmes to verify future accident incidences, numbers and locations.

The process evaluation will be ongoing throughout the life of the project and will be managed by the Project Executives and reported through the Project Board. Lessons learned, as part of the development of the scheme, will be reported.

Process Evaluation Monitoring reports will be produced at key milestones. Impact Evaluation Reports will be produced in line with key scheme progression and delivery milestones.

The management of risk in delivering to the monitoring and evaluation requirements will also been taken into account and mitigation measures set out in the risk register.

6.10. Baseline Report:

A Baseline Report has been produced (see Appendix D3) and monitoring and evaluation will be undertaken at the appropriate points during scheme development. Monitoring activities will be aligned to those best placed to do so and to existing regular monitoring and evaluation work. Land use development related outputs are routinely monitored by planning authorities and this information will be tracked and linked to scheme completion, where appropriate.

7. DECLARATIONS

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

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

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

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

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

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

Signature of applicant	
Print full name	
Designation	

8. APPENDIX A - FUNDING COMMITMENT

Dear Colleague,

In submitting this project Business Case, I confirm on behalf of Essex County Council that:

- The information presented in this Business Case is accurate and correct as at the time of writing.
- The funding has been identified to deliver the project and project benefits, as specified within the Business Case. Where sufficient funding has not been identified to deliver the project, this risk has been identified within the Business Case and brought to the attention of the SELEP Secretariat through the SELEP quarterly reporting process.
- The risk assessment included in the project Business Case identifies all substantial project risks known at the time of Business Case submission.
- The delivery body has considered the public-sector equality duty and has had regard to the requirements under s.149 of the Equality Act 2010 throughout their decision-making process. This should include the development of an Equality Impact Assessment which will remain as a live document through the projects development and delivery stages.
- The delivery body has access to the skills, expertise and resource to support the delivery of the project
- Adequate revenue budget has been or will be allocated to support the post scheme completion monitoring and benefit realisation reporting
- The project will be delivered under the conditions in the signed LGF Service Level Agreement with the SELEP Accountable Body.

I note that the Business Case will be made available on the SELEP website one month in advance of the funding decision being taken, subject to the removal of those parts of the Business Case which are commercially sensitive and confidential as agreed with the SELEP Accountable Body.

Yours Sincerely,

SRO (Director Level)

S151 Officer