

The template

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

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

Please note that this template should be completed in accordance with the guidelines laid down in the HM Treasury's Green Book.

<https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>

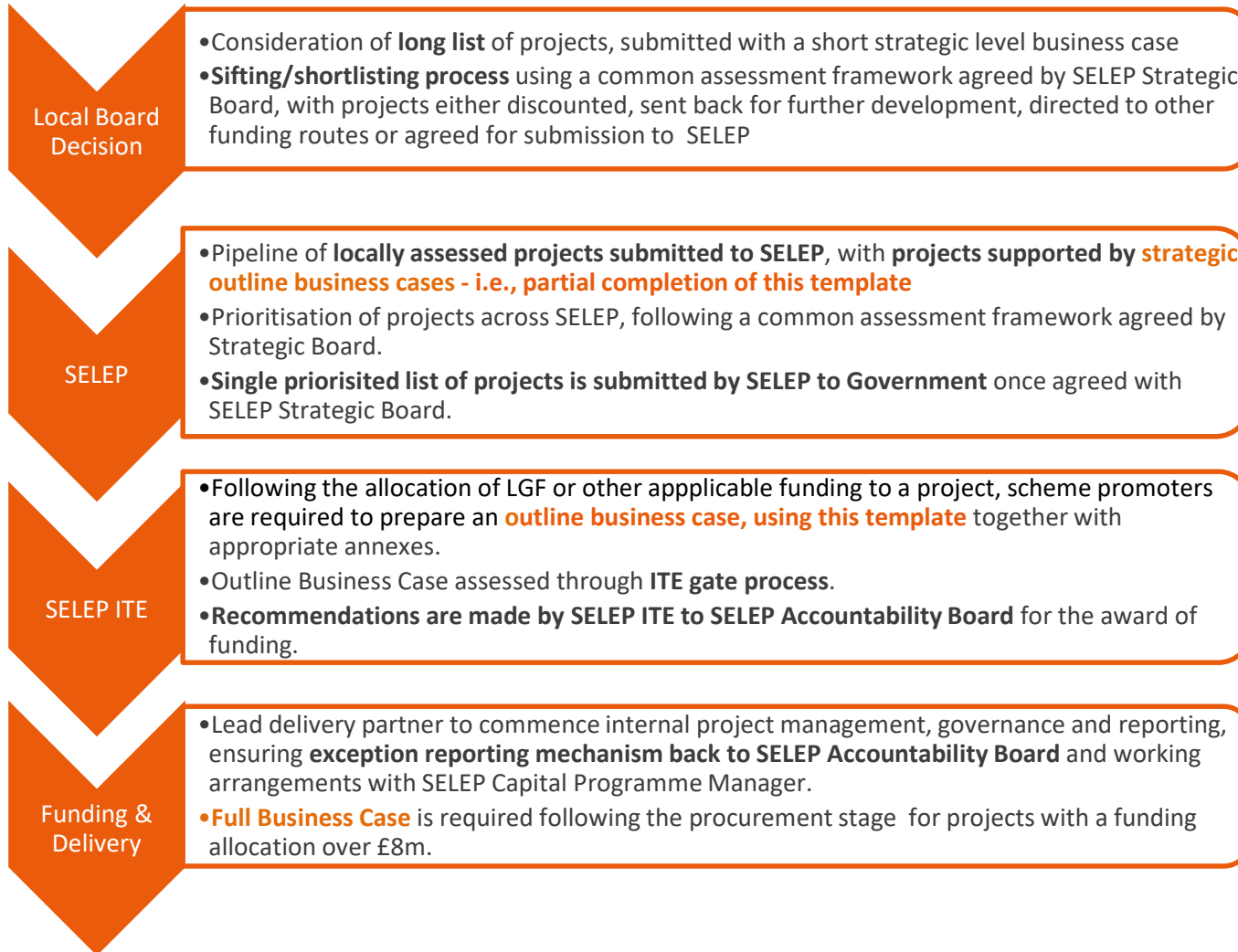
As described below, there are likely to be two phases of completion of this template. The first, an 'outline business case' stage, should see the promoter include as much information as would be appropriate for submission though SELEP to Government calls for projects where the amount awarded to the project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



The standard process

This document forms the initial SELEP part of a normal project development process. The four steps in the process are defined below in simplified terms as they relate specifically to the Note – this does not illustrate background work undertaken locally, such as evidence base

development, baselining and local management of the project pool and reflects the working reality of submitting funding bids to Government. In the form that follows:



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

1. PROJECT OVERVIEW

1.1. Project name:

Tindal Square, Chelmsford.

1.2. Project type:

Public realm infrastructure improvement.

1.3. Federated Board Area:

Essex (Success Essex).

1.4. Lead County Council / Unitary Authority:

Essex County Council.

1.5. Development location:

Tindal Square, Chelmsford, CM1 1EH.

1.6. Project Summary:

An investment of £3.36m to remove traffic from Tindal Square, Chelmsford and to create a high quality public space that will compliment investment in Shire Hall, a vacant Grade II listed building and connect the northern end of the pedestrianised High Street with the Bond Street development in Chelmsford City Centre.

The project will sustain the economic importance of one of the region's primary retail destinations at a time when the retail sector is going through a period of restructure and pressure. This has been exacerbated by COVID19 which has resulted in decreased footfall and some city centre business failure. Studies estimate that public realm investment can have a multiplier effect of x3 for every £1 invested in the public realm in terms of spend elsewhere in the local economy.

In order for city centres to continue to thrive, business expects enhanced environmental quality. This encourages investment and creates spaces for events and community activity to compliment the retail and leisure offer.

The Tindal Square project is the sixth phase of the City Centre's public realm programme through which a carefully programmed series of investments is supporting retail and leisure investment in the City Centre:

- Phase 1 (Station Square) completed Summer 2015. £1.4 million
- Phase 2 (Half Moon Square) completed Autumn 2016. £1.9 million
- Phase 3 (Exchange Square) completed August 2016. £0.5 million
- Phase 4 (Bell Meadow) completed Summer 2018. £0.4 million
- Phase 5 (Station Square Phase 2, Mill Yard) completed April 2019 £4.1 million

Tindal Square will be the second largest investment of the public realm programme in the City Centre and offers a significant economic regeneration and transport network improvement opportunity in an area that has the opportunity to connect with the rest of the High Street and encourage increased investment in retail and leisure. It also offers a significant injection of confidence as the City Centre recovers from COVID19, creating space and cycle connectivity, whilst at the same time removing city centre motorised traffic, reducing carbon emissions and improving air quality.

Specifically, the scheme will create a new civic public square of over 3,000 sq m that provides a destination space for arts, events and celebrations outside Shire Hall.

The scheme will create a public space where pedestrians will have priority, cyclists will be able to move through the space between identified gateway points giving care to more vulnerable users.

Replacement of all existing surfacing with quality / robust new paving, including a radial design pattern extending from Shire Hall. Existing street clutter to be removed and replaced with other co-ordinated street furniture, wayfinding signage and tree planting. DDA compliant and improved pedestrian access for all to Shire Hall.

Provision of comfortable public seating and co-ordinated and well-managed seating area for tables & chairs potential to enable food and beverage businesses to expand their offer on the High Street.

The scheme removes motorised traffic from this part of the City Centre (except for High Street service vehicles), reducing carbon emissions and improving air quality, whilst introducing a shared pedestrian space with a key cycle connection route through the space.

1.7. Delivery partners:

Partner	Nature of involvement (financial, operational etc.)
Chelmsford City Council (Lead Applicant)	Local authority responsible for delivery of the City Centre public realm programme and project funder.
Essex County Council	Local highway authority responsible for the road network, traffic regulation and cycling and walking enhancements and linked project funder (Chelmsford City Growth Package).

1.8. Promoting Body:

Chelmsford City Council and Essex County Council, in partnership.

1.9. Senior Responsible Owner (SRO):

Stuart Graham
Chelmsford City Council
Economic Development and Implementation Manager
01245 606364
Stuart.graham@chelmsford.gov.uk
Laura Elliott
Project Sponsor, Essex County Council
Laura.elliott@essex.gov.uk

1.10. Total project value and funding sources:

Funding source	Amount (£)	Constraints, dependencies or risks and mitigation
Preliminary Design Estimated Cost for Preferred Option	£3.36m	Cost estimate provided at end of Preliminary Design (March 2020)
Existing Secured Funding Sources:		
Community Infrastructure Levy	£1.6m	Cabinet decision already taken.

(Chelmsford City Council)		
Community Infrastructure Levy (Chelmsford City Council)	£0.355m	Decision to be taken at future Cabinet meeting once GBF funding confirmed and tender estimates are returned. Project already identified as priority for use of strategic CIL funding.
S106 contributions (Chelmsford City Council)	£0.520m	Funding already held specifically for public realm purposes in the City Centre.
Chelmsford City Council Capital Programme	£0.135m	Funding already committed and spent on the Preliminary Design (concluded March 2020)
Getting Building Fund contribution	£0.750m	
TOTAL	£3.36m	

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

A funding request of £750,000 is made to the Getting Building Fund. The use of the funding for public realm purposes is not considered to be State Aid.

1.12. Exemptions:

N/A

1.13. Key dates:

A full delivery programme has been prepared by Jacobs (high level programme is attached to the business case. The detailed programme is available if required. Key programme milestones are:

- TRO Statutory Consultation by ECC – September 2020
- Detailed Design Stage 3C – Started April 2020, completes March 2021
- Planning and Listed Building consent – Started April 2020, completes March 2021
- Tender Management Stage 3D – Starts March 2021, completes October 2021 with Tender Award
- Construction – Starts November 2021, completes March 2022

1.14. Project development stage:

Project development stages completed to date			
Task	Description	Outputs achieved	Timescale
Public Consultation.	Public consultation on the proposed scheme.	Public, stakeholder and business views to feed into the preliminary design. 58% support rating for the scheme.	Concluded Summer 2019
Preliminary Design and Option Selection.	Two options for the scheme design have been through Preliminary Design with a preferred option selected and agreed by CCC Cabinet.	Two preliminary design options and estimated costs.	Concluded March 2020.
Project development stages to be completed			
Task	Description	Timescale	
TRO statutory consultation to enable removal of traffic from Tindal Square.	Formal process to put in place the Traffic Regulation Orders necessary for the Scheme's implementation.	September 2020 for 6 weeks.	

Detailed design – Stage 3C	To convert the chosen Preliminary Design preferred option into a detailed design ready for tender	April 2020 – March 2021
Planning permission and Listed Building Consent.	This is likely to be required for the element of the scheme that creates the new DDA compliant access to the front of the Shire Hall.	April 2020 – March 2021
Tender Management Stage 3D	Preparation of tender pack/documentation, issued through Essex Highways Framework, handling tender enquiries, assessment and tender award.	March 2021 – October 2021
Construction	Implementation of the Scheme	November 2021 – March 2022

1.15. Proposed completion of outputs:

Completion March 2022.

2. STRATEGIC CASE

2.1. Scope / Scheme Description:

Chelmsford City Centre is a primary retail destination in the South East. The City Council has an adopted public realm programme for the environmental enhancement of the City Centre in order that it can continue to attract investment and provide a high-quality shopping and leisure environment that can retain customers and spend. To date the public realm programme has seen in the region of £8m invested in the City Centre. The next key phase is Tindal Square, in the heart of the City Centre.

The primary objective of the Tindal Square project is to create a high quality new public space, with all the necessary consents, for the environmental improvement of Tindal Square in Chelmsford, including the closure of the road in front of Shire Hall to vehicular through traffic and necessary amendments to traffic regulation orders on the High Street to facilitate its delivery.

The wider objectives of the proposal are:

- i. To deliver a solution for the creation of an important new City square to enhance its sense of place, optimise its public use and improve pedestrian access and enjoyment
- ii. To consider the appropriate solution to integrate a cycle route east west across the space
- iii. To prevent rat running vehicle routes by closing the road to through traffic
- iv. To ensure the appropriate access point for servicing vehicles to the High Street, for the cathedral and Shire Hall
- v. To extend the space from the High Street to meet Shire Hall, to greet the cathedral, to connect with the library and retail market and to ease the way for people to the railway station up Duke Street and the university at the end of New Street
- vi. To ensure there is no clutter, avoiding traffic related paraphernalia such as traffic signals and guardrail and posts, avoiding obstacles for ease of walking and accessibility for all
- vii. To ensure the future proofing of other development opportunities at the northern end of the High Street that may come forward
- viii. To create a public realm design of high quality that makes a strong statement in this key City Centre location
- ix. To enable the space as a destination in its own right, for events, social gathering and celebratory space

COVID19 has had a significant impact on this part of the City Centre retail offer. Footfall on a Saturday pre COVID on the High Street (excluding the two shopping centres and Bond Street) was circa 60,000 people. This fell to less than 10,000 during full lockdown and has now recovered to circa 40,000. There have been some retail and food and drink business closures in the City Centre and there is a recognition by business,

through the One Chelmsford BID and the Chelmsford Business Board, that in order to encourage increased footfall and dwell time as the city recovers, public realm investment is a key tool to use. It instils confidence, creates useable space in the open air and shows public commitment to the city at a time when the private sector needs to see that the most.

2.2. Logic Map

Objectives	Inputs	Outputs	Outcomes	Impacts
<p>To deliver a solution for the creation of an important new City square to enhance its sense of place, optimise its public use and improve pedestrian access and enjoyment.</p> <p>To consider the appropriate solution to integrate a cycle route east west across the space.</p> <p>To prevent rat running vehicle routes by closing the road to through traffic. To ensure the appropriate access point for servicing vehicles to the High</p>	<p>Grant Spend £750,000</p> <p>Matched Contributions Spend £2.605m</p> <p>Leveraged Funding £2.605m</p>	<p>3,000 m2 of new City Centre square to inject confidence into the City Centre post COVID.</p> <p>Removal of traffic motorised traffic from this part of the City Centre.</p> <p>Creation of new cycle link.</p> <p>New DDA compliant access to the Shire Hall, a Grade 2* Listed building.</p> <p>New seating areas, outside eating areas and tree planting.</p>	<p>Indirect support of city centre retail and restaurant employment.</p> <p>50 construction jobs.</p> <p>100 jobs in re-use of Shire Hall, Grade 2* listed building.</p> <p>Increased footfall and dwell time in this part of the City Centre as part of post COVID economic recovery.</p> <p>Estimated £10m economic impact based on £1 per £3 investment.</p> <p>Removal of motorised traffic from this part of the city centre, improving air quality.</p> <p>Modal shift – creation of new cycle connection delivers a key part of the north-south city centre cycle link</p>	<p>N/A (grant under £2m)</p>

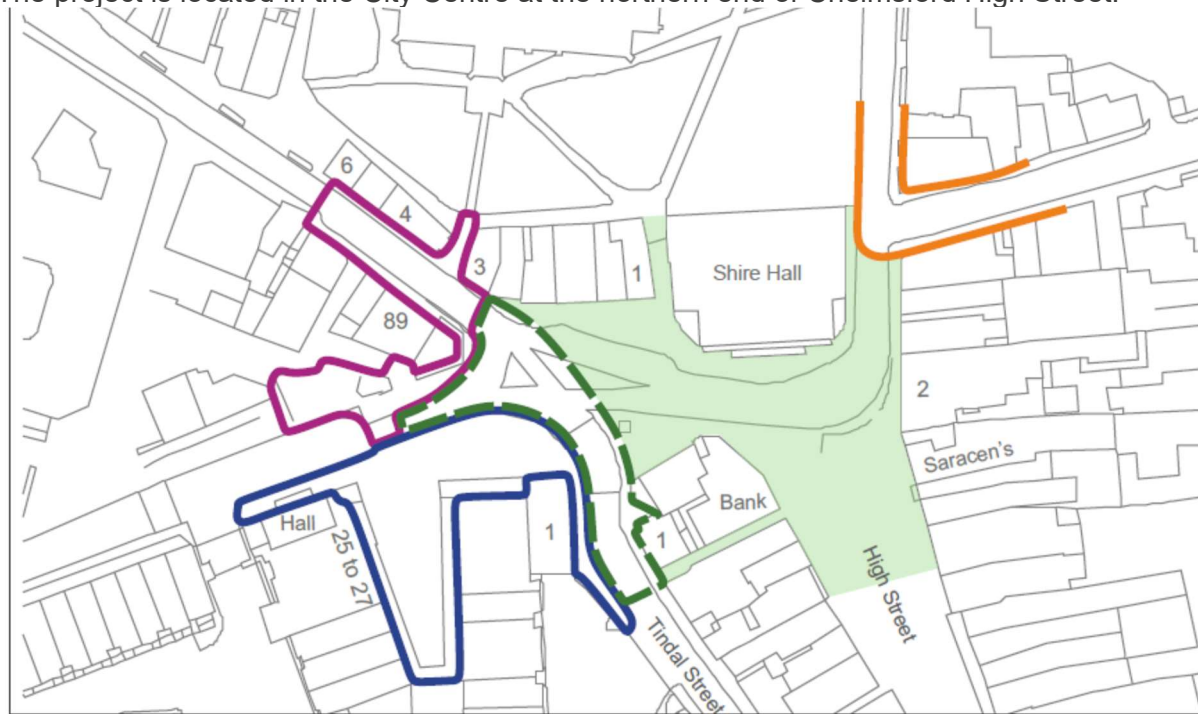
<p>Street, for the cathedral and Shire Hall.</p> <p>To extend the space from the High Street to meet Shire Hall, to greet the cathedral, to connect with the library and retail market and to ease the way for people to the railway station up Duke Street and the university at the end of New Street.</p> <p>To ensure there is no clutter, avoiding traffic related paraphernalia such as traffic signals and guardrail and posts, avoiding obstacles for ease of walking and accessibility for all.</p> <p>To ensure the future proofing of other development opportunities at the northern end of the High Street that may come forward.</p>			<p>connecting with the wider cycle network being enhanced through the City Centre Growth Package.</p>	
--	--	--	---	--







<p>To create a public realm design of high quality that makes a strong statement in this key City Centre location.</p> <p>To enable the space as a destination in its own right, for events, social gathering and celebratory space.</p>				
--	--	--	--	--

2.3. Location description:

The project is located in the City Centre at the northern end of Chelmsford High Street.



Elements - Tindal Square (1)

-  Reconnect Tindal Square to Shire Hall, Tindal Terrace and the High Street (A)
-  The west side - Duke Street to Tindal Street (B)
-  The east side - New Street and Waterloo Lane (C)
-  Duke Street and Market Road entrances (2)
-  Exchange Square (3)

2.4. Policy context:

National

The Government through the National Planning Policy Framework and support for initiatives such as the Great British High Street has identified that City Centres play a key role in local economies and will need to be able to adapt to retain competitiveness in the years ahead. This has become a stronger Government policy objective as a result of the COVID19 pandemic, where city centres are struggling due to the economic impact, lack of footfall and business failure.

South East Strategic Economic Plan and Essex

This project supports growth in the A12 growth corridor in one the key city centres within the SELEP sub region.

The project is fully aligned with the SELEP Strategic Economic Plan. The Plan recognises the importance of major centres, place making and local geographies (pages 69-70 of the evidence base) and highlights where investment in place making has supported further investment (Pages 59 and 116).

In relation to Chelmsford, the Plan recognises at Page 121 that there are significant growth initiatives and new business developments within the City of Chelmsford, supported by city centre public realm improvements, Chelmer Waterside, an integrated transport package and a new railway station in North Chelmsford (Beaulieu Park). Flood prevention work will also play an important role in protecting existing and new developments (in particular Chelmer Waterside).

At the County Level the Tindal Square project is fully aligned with the Transport Strategy for Chelmsford City Centre. It will facilitate the following key strategic transport objectives identified by Essex County Council:

- Enable sustainable economic growth
- Improve connectivity
- Improve the quality of the built environment

The project is already identified within the Chelmsford City Growth Package, as one of 16 projects that is being part funded by SELEP and the County Council.

The project is also fully aligned with SELEPs Smarter Faster Together economic statement, specifically priority 4 “Creating Places” which identifies putting cities on the front foot in terms of tackling change and supporting quality of life and quality of place and delivering places that will be successful for the long term.

Local

Public realm investment in Chelmsford City Centre will support a range of sectors. Although the primary sector supported will be retail (including food and beverage) it will also support other sectors, including the financial services sector, which is very strong in Chelmsford and particularly in relation to improvements around the station will help encourage increased investment in the office market in this particular location.

The project indirectly supports the delivery of housing. Increased investment in the public realm will demonstrate a high-quality environment in the city centre and support investment decisions by house building companies in the City. Quality of city centres is becoming increasingly important in-house building investment decisions.

The project has an indirect role in enabling site development. It demonstrates confidence and investment in an area which plays a key role in wider investment decisions. John Lewis, for example indicated at the time of their investment in Chelmsford that public realm investment in the wider city centre is key.

The investment will also support and enable investment in other key city assets, for example and investment in the public realm at Tindal Square would support investment in Shire Hall, currently vacant, but one of the city’s most iconic and important historic buildings.

Improving the public realm of the city centre is one of the core objectives of the City Council, and is part of the new city vision. Public realm improvements are included as a priority in the Council’s Corporate Plan.

Chelmsford City Council adopted its Local Plan on 27th May 2020. Creating a high-quality city centre environment is an embedded objective in the Plan.

The project is an identified priority within the Council’s adopted Public Realm Strategy (2011).

The project also fits with the One Chelmsford Business Improvement Districts priorities. One Chelmsford under its Operations theme has identified improving accessibility and quality streets as one of its priorities.

The Chelmsford Business Board and the City Council has adopted a shared Economic Development Strategy in 2017, which establishes 7 priorities. One of these is to enhance the City Centre and the delivery of public realm improvements to Tindal Square is specifically identified by the Business Board.

2.5. Need for intervention:

City Centres and High Streets are under pressure, amplified now by the COVID19 pandemic. They need public intervention to recover during a recession and at a time when online retail is increasing. The closure of some key High Street players in recent years and online shopping competition means that key destinations need to be able to offer not only an environment that encourages business investment, but also create a sense of place of high quality that encourages customers to want to be there and stay there for longer periods of time. One way of doing this is investing in the urban fabric of a town or city centre, creating environments that lend themselves to events, eating out, spaces to dwell in and simply enjoy being in a centre.

The Tindal Square Public Realm Improvement Scheme will achieve a number of positive impacts in terms of climate change and the environment. It will remove motorised traffic from a part of the City Centre well used by pedestrians, improving air quality in this location. It will prioritise pedestrian and cycling movements in this part of the City Centre, linking with the rest of the City Centre cycle network. Through the Detailed Design development there will be opportunities to maximise new tree planting within the scheme.

Without this intervention this part of the City Centre will remain severed from the pedestrianised High Street and the opportunities to introduce new investment, events and re-use of the Shire Hall in a quality pedestrian prioritised environment will not be maximised.

In a post COVID world High Streets and City Centres will need to reinvent themselves in order to encourage visitors and shoppers to visit the city offer and to support the maximisation of the retail and leisure economy. The Tindal Square scheme is one of the tools the City of Chelmsford will use to re-invent the city centre to support its recovery.

High Street footfall in this part of Chelmsford is at 70% pre COVID levels and the environmental quality of the location is impacted by motorised vehicle movements that bisect the space and impact on connectivity and air quality.

A vacant listed building, the Shire Hall, has remained vacant since 2012 unable to attract re-use partly due to the environmental constraints within its location at the top of the High Street, disconnected from the retail core of the City Centre.

The area is in need of environmental improvement to reconnect to the High Street and encourage new investment.

2.6. Sources of funding:

77% of funding for the project is already secured (as set out above). The bulk of this is from the Community Infrastructure Levy and S106 funding which is collected via private sector development in Chelmsford. This generates a ratio of 74:26 private to public sector funding. The project and the wider connectivity to the City Centre is already using a mix of funding streams, that include the CCC capital programme, ECC/SELEP funding through the Chelmsford City Growth Package, S106 and the Community Infrastructure Levy. Although the Chelmsford City Growth Package is not directly funding this scheme, the project is supported indirectly by an allocation of £500,000 from it that is being used by ECC to deliver the Traffic Regulation Order and to enable the removal of traffic from Tindal Square to pave the way for the public realm scheme.

Alternative funding streams have been explored, primarily through the linkage with the Shire Hall. As the building is in public ownership (ECC) and given the current financial position of local government, these opportunities are limited. There may be limited opportunities for some funding through Historic England, but not of the scale that is likely to be needed for the wider project. The City Council recognises that through planning contributions (S106 and CIL) it is required to be the primary funder of the scheme and will meet any funding gap, most likely through a further allocation of CIL strategic funding.

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

A do-nothing option would mean that a key opportunity is missed to continue to improve the environmental quality of this part of Chelmsford City Centre. In particular this would reduce investment in this part of the High Street and significantly undermine the potential to maximise the most effective use of the Shire Hall, a landmark building in the City Centre (see below). The project also presents an opportunity for a key cycle connection in this part of the City Centre that links with Anglia Ruskin University and key housing developments in the City Centre.

At the present time, this part of the City Centre is dominated by motorised vehicles on the existing highway. This separates the Shire Hall (and indeed the Cathedral) from the pedestrianised High Street and key route into the City Centre's core retail area. As a result, there is conflict between

pedestrians and motorised vehicles and the environmental quality of this part of the City Centre is poor. Shire Hall has been vacant for nearly 10 years and its re-use is less likely to come forward within the current highway layout. Non delivery of the scheme will leave this part of the City Centre disconnected from earlier phases of the public realm programme. This is likely to discourage investment and footfall in this part of the City Centre. Retention of motorised vehicles in this part of the City Centre will also continue to impact on air quality at the entrance to the core retail area of the City Centre.



Shire Hall, Chelmsford.

2.8. Objectives of intervention:

The objective of the intervention is to remove motorised traffic from a key city centre location at the top of the High Street, pedestrianise the space and create a new high-quality city centre destination that will encourage new investment and retail confidence to help the city centre recover following COVID which has resulted in a reduction of 30% High Street footfall.

This will address the current problems of a key grade 2 listed building being severed from the core retail area, and which remains vacant, and will enhance a currently poor physical environment, dominated by motor vehicles which detracts from the area's potential to maximise investment, outdoor dining and events. It will assist in addressing air quality issues and will create cycle connectivity to encourage visitors to arrive in the city centre on foot or by cycle.

The wider scheme objectives are:

1. To deliver a solution for the creation of an important new City square to enhance its sense of place, optimise its public use and improve pedestrian access and enjoyment.
2. To consider the appropriate solution to integrate a cycle route east west across the space.
3. To prevent rat running vehicle routes by closing the road to through traffic.
4. To ensure the appropriate access point for servicing vehicles to the High Street, for the cathedral and Shire Hall.
5. To extend the space from the High Street to meet Shire Hall, to greet the cathedral, to connect with the library and retail market and to ease the way for people to the railway station up Duke Street and the university at the end of New Street.
6. To ensure there is no clutter, avoiding traffic related paraphernalia such as traffic signals and guardrail and posts, avoiding obstacles for ease of walking and accessibility for all.
7. To ensure the future proofing of other development opportunities at the northern end of the High Street that may come forward.
8. To create a public realm design of high quality that makes a strong statement in this key City Centre location.
9. To enable the space as a destination in its own right, for events, social gathering and celebratory space.

Problems or opportunities the project is seeking to address

The following problems are specifically being addressed by the project:

- 1) Decline in footfall following COVID19 and loss of some retail businesses
- 2) Ensuring that retail and leisure businesses are given every opportunity to invest in a quality City Centre location

- 3) Bringing into use Shire Hall, a vacant historic building that has been vacant for nearly 10 years and is severed from the pedestrianised part of the City Centre
- 4) Reducing motorised vehicle movements in a key City Centre location, thereby improving air quality
- 5) Ensuring that service vehicles can still access the pedestrianised High Street whilst integrating this with the new space
- 6) Creating a space that gives pedestrians priority, but also allows for cycle connectivity on a key north-south route through the City Centre

	Problems / opportunities identified in Need for Intervention section					
	P/O 1	P/O 2	P/O 3	P/O 4	P/O 5	P/O 6
Objective 1	✓✓	✓✓				
Objective 2						✓✓✓
Objective 3				✓✓✓		
Objective 4				✓✓✓		
Objective 5				✓✓	✓✓	
Objective 6						
Objective 7	✓✓✓			✓✓	✓✓✓	
Objective 8	✓	✓✓✓		✓✓✓		
Objective 9				✓	✓	

2.9. Scheme dependencies:

The primary dependency is the associated TRO to enable the removal of traffic from Tindal Square and the implementation of the scheme. Listed building consent and planning permission is required for the new DDA compliant access to the Shire Hall as part of the project.

2.10. Expected benefits:

Investment in the public realm and its direct impact on a city centre is difficult to quantify, although we know that investors attach great weight to it, as evidenced by John Lewis's investment in the City Centre which created 350 jobs in their store alone.

We also know from national research that public realm investment adds value and can add value of 4.9% to retail rentals in city centres.

And that from studies in other locations for every £1 investment in public realm this generates a £3 economic multiplier in the city centre.

The overall Chelmsford City Centre public realm package with an £8m investment to date is supporting the economic outputs in a range of areas. It will support increased footfall, supporting jobs and encourage new investment.

In terms of the Tindal Square element, it is estimated that the investment will support the following:

Jobs – Indirectly supporting retail and food and beverage jobs in the centre by encouraging visits, increased footfall, events space and longer dwell time.

Footfall – As part of a wider improvement across the City Centre and linked to the retail development at Bond Street the public realm programme will support increased footfall in the city centre, creating a quality environment where visitors will be likely to stay longer and support the retail and leisure offer of the City Centre.

New investment – creation of 4 new restaurants/shops in the Shire Hall building, creating an estimated 100 new jobs.

Construction jobs during build – 50 jobs supported for a 6 months period.

Creation of a new space for events – the City's first Festival of Arts and Culture in 2018 generated an economic impact of £1.1m supporting FTE of 16 jobs (source Destination Research July 2018). The project will add a further City Centre space for similar events in the coming years.

Reduction in motorised traffic and from this part of the City Centre, lowering carbon emissions and improving air quality.

Retaining a key link in the City Centre's cycle network to encourage increased cycling in the city centre as part of the ECC wider sustainable transport package for the city centre.

2.11. Key risks:

A full risk register has been prepared by the Programme Manager and is available if required. Key risks are:

- Programme delays if COVID19 re-emerges.
- Failure to implement the new TRO due to objections.
- Failure to agree an acceptable detailed public realm design that is compatible with the TRO and Shire Hall.
- Planning permission/LB consent not forthcoming.
- Tender price exceeds budget.
- Cost of stats/utilities requiring diversion and delays.
- Insufficient response to tender requiring re-tender

3. ECONOMIC CASE

3.1. Options assessment:

A full options assessment has taken place for both the Traffic Regulation Order element of the scheme and the public realm element of the scheme.

The options were developed through the Project Team (which includes CCC and ECC officers), drawing in expertise from a range of professional disciplines that have included traffic management, public realm design, environmental protection, accessibility and heritage.

The TRO preferred option was agreed at both CCC and ECC Director and relevant Cabinet level and were thoroughly explored through the scheme's public consultation in summer 2019 across a range of stakeholders.

The Public Realm options built on early indicative scheme options developed by CCC, which were then developed through Preliminary Design stage through a commission through Essex Highways, drawing on a public realm professional lead from Jacobs to develop these options. This culminated in two Preliminary Design Options which were considered by the CCC Cabinet in June 2020.

The preferred option for the public realm design is wholly compatible with the TRO preferred option and is now being taken through the Detailed Design stage with further stakeholder engagement, following the Summer 2019 public consultation.

Long list of options considered:

For the TRO the following TRO options have been considered by the transport authority and agreed with the City Council:

- a) Do nothing and retain existing arrangements
- b) Provide a two-way flow of traffic for service vehicles on the pedestrianised High Street with controlled access via rising bollards through Tindal Square
- c) Reverse the access arrangements for service vehicles on the pedestrianised High Street with vehicles entering the High Street to the south, via Baddow Road, and providing egress via Springfield Road and Tindal Square.

For the public realm element, having considered the traffic options, two preliminary design options for the space have been developed. Option 1 provides for a new ramp and steps to the front of the Shire hall to enable DDA compliant and inclusive access to the front of the building. Option 2 excludes this provision. Both options are appended below, alongside a visualisation of the scheme.

The Options have been developed over the past two years through the Project Team. These gave focused on the need to balance two core objectives, the most appropriate route to allow vehicles to service the High Street, whilst at the same time allowing for the creation of the new pedestrianised priority space at Tindal Square, During the public consultation in Summer 2019 public engagement and stakeholder events were held to explore the options. Following this, the preferred option for the TRO was confirmed and two Preliminary Design options for the public realm element were developed in parallel. These were reported to CCC's Cabinet in June 2020, when a preferred option was identified. It is this preferred option that is now being taken through the Detailed Design phase.

Cabinet Report 02/06/2020:

<https://www.chelmsford.gov.uk/resources/assets/inline/full/0/4261521.pdf>

Option 1:

<https://www.chelmsford.gov.uk/resources/assets/inline/full/0/4261522.pdf>

Option 2:

<https://www.chelmsford.gov.uk/resources/assets/inline/full/0/4261523.pdf>

Option 1: Visualisation

<https://www.chelmsford.gov.uk/resources/assets/inline/full/0/4261524.pdf>

Options assessment:

For the TRO, Option c has been chosen as the preferred option for development by the transport authority. Options a and b have been rejected as they would not sufficiently reduce the amount of vehicles needing to pass through Tindal Square to service the businesses on the High Street. Option c has been selected as the optimum option to remove the highest number of vehicle movements from Tindal Square. Option c has the support of both Chelmsford City Council and Essex County Council and is the chosen option for the purposes of public realm design and TRO consultation.

For the Public Realm element, Option 1 has been chosen to move into detailed design to create the best opportunity for the future use of the Shire Hall back into economic use.

Short list of options:

See above.

3.2. Preferred option:

The preferred option is therefore to amend the TRO relating to the vehicular servicing arrangements for the High Street in such a way that enables the maximum amount of traffic that needs to access the High Street to be removed from Tindal Square and to develop Option 1 of the Public Realm design through detailed design and construction. This creates a fully inclusive access to the front of Shire Hall enabling it to have the best chance of attracting investment for its future re-use.

This will enable the removal of the traffic that passes through Tindal Square, with the exception of cycles and pedestrians, in accordance with the objectives of the following strategies, which have both been through full public consultation exercises:

- Chelmsford Public Realm Strategy (2011)
- Chelmsford City Growth Package (2017)

Both of these establish the principle of this project, ie the removal of through traffic through Tindal Square and the creation of new high-quality public realm environment.

Through this process the project has been fully consulted on and has strong stakeholder support. Public engagement in Summer 2019 resulted in a 58% support rating for the project (the consultation summary document is contained in the link below, together with information on the TRO process)

<https://www.essexhighways.org/highway-schemes-and-developments/highway-schemes/chelmsford-city-growth-package/tindal-square.aspx>

In addition, the project has been identified as a Priority Project of the Chelmsford Business Board, which has representation on it from One Chelmsford, the Business Improvement District for Chelmsford City Centre, which includes Tindal Square within its geographical area.

Key constraints to delivering the preferred option

The key constraints associated with the Preferred Option can be summarised as follows:

Shire Hall – Currently under option to a developer under a tenancy agreement with ECC, early engagement has taken place to ensure the design is favourable for all commercial parties whilst in-keeping with Heritage and Planning requirements.

Construction constraint - the presence of Statutory Undertakers within the identified Public Realm area, early engagement with owners has captured cost estimates for diversions and the design will be developed to avoid diversions where they are not achievable within the scheme budget.

Planning Permissions and Listed Building Consent – although this is only required for the element of the scheme that provides the new DDA access to Shire Hall.

Key project dependencies for the preferred option

There is a key interdependency between Tindal Square Public Realm scheme and Market Road cycle scheme which is included within the Chelmsford City Growth Package. The Market Road scheme adjoins the Public Realm area and so there must be a joined-up approach to cycle ways, traffic and legal orders. This is being achieved through ECC maintaining the same Project Sponsor across both schemes of work.

Other key project dependencies include the successful introduction of the new TRO that allows for the removal of motorised vehicles from the space and the new route for service vehicles to serve the High Street and the need for listed building consent and planning permission for the new DDA complaint access to the front of the Shire Hall.

Stakeholder awareness of the Project

Both key Stakeholders (ECC & CCC) have agreed a Memorandum of Understanding to undertake this scheme, committed to at both Political and Officer level. An Inter Authority Agreement is in the process of being developed to support existing governance arrangements and confirm agreement to move between stages of the scheme. There has been significant stakeholder engagement on the Project. There was a full public consultation programme held in Summer 2019 and the consultation report is appended to this business case. The project has the full support of the Chelmsford Business Board and One Chelmsford Business Improvement District. Stakeholder engagement is embedded into the Detailed Design

through a series of stakeholder engagement discussions and events (this includes the BID, Shire Hall developers, Historic England, Chelmsford Cathedral, Chelmsford Area Access Group, Chelmsford Cycling Action Group, Chelmsford Civic Society, Chelmsford Business Board).

A full public consultation programme, to which all key stakeholders were invited, was held in Summer 2019 and the Consultation report is appended to this Business Case and demonstrates key stakeholder engagement.

Powers and consents

There are two key consents, and orders required to enable the scheme to be implemented:

Traffic Regulation Order – this is committed to in the MoU, and will be advertised as defined by statutory legal order requirements. They could be subject to challenge. This risk is considered to be unlikely given the wide business support for the project.

Planning permission and listed building consent – this is only required for the new DDA compliant access to Shire Hall, not the wider scheme. Given the requirement to bring the building back into use and given engagement with Historic England the local Civic Society this is not considered to be a significant risk.

3.3. **Assessment approach:**

Assessing the impact of public realm schemes is challenging and a full assessment has not been possible for this project. The project promoters have investigated the following appraisal models:

- Ambience Benefits Calculator (TfL)
- Valuing Urban Realm Toolkit (TfL)

The TfL models are not considered appropriate for a public realm scheme such as the one promoted through this project.

The Business Case Manager at TfL has been consulted on applying these two tools to the Tindal Square scheme and advised it is difficult to use these tools to quantify economic growth from small urban realm schemes. Equally the advice was that VURT is no longer kept fully up to date and therefore has limited value. Accordingly, the Business Case is built around a qualitative assessment approach.

In the absence of a full economic appraisal, it is estimated that the project will have the following economic benefits:

Jobs – Indirectly supporting retail, hospitality and leisure jobs in this part of the High Street and in the Bond Street development. The City Council knows from its discussions with John Lewis Partnership when they invested in the City that businesses place great emphasis on the quality of the adjoining public realm. This is also the view of the One Chelmsford BID who represent over 500 City Centre retailers, restaurants and other businesses.

Footfall and dwell time – As part of a wider improvement across the City Centre and linked to the retail development at Bond Street the public realm programme will support increased footfall in the city centre, creating a quality environment where visitors will be likely to stay longer and support the retail and leisure offer of the City Centre. The scheme should help the City recover to its pre COVID19 levels of footfall, which are currently only at 70% of pre COVID levels. Pre COVID the Saturday footfall on the High Street was circa 60,000 per day, it is now circa 40,000. This data is taken from the digital footfall counters on the High Street and takes into account the Tindal Square location. The City Council has a track record of delivering new spaces in key parts of the City Centre and evidence suggests that this has a positive impact on people enjoying the spaces that are created through the use of new seating and wayfinding.

New investment – creation of up to 4 new restaurants/shops in the Shire Hall building, creating an estimated 100 new jobs. This is based on assumptions of the developer’s aspirations for the use of the building, taking into account job density assumptions (published HCA Job Density Guidance) for restaurant uses aligned with local knowledge of employment numbers within City Centre restaurant businesses.

Construction jobs – 50 construction jobs to deliver the project over a 6 month period. This has been provided by Essex Highways based on the value of the value of the contract, estimated build programme and previous similar public realm projects delivered in the City Centre.

Supporting existing investment – the public realm improvement would support re-investment in existing vacant properties in the vicinity, including units recently vacated units in this location or units that may not survive post COVID19. New dining spaces will be created in the new space to allow for an expansion of the business offer in this location.

Creation of a new space for events – the City’s first Arts and Culture Festival in 2018 generated an economic impact of £1.1m supporting 16 FTEs (source Destination Research July 2018). The project will add a further City Centre space for similar events in the coming years.

Economic impact assessment – a full economic impact assessment is not available for this project.

Good quality public realm adds value. Research has found that this can add 4.9% (£25 per square metre) to retail units and 5.2% to residential properties' market value. This particularly pertinent given the proposed re-use of the Shire Hall.

A study of a similar scheme in Maidstone identified that for every £1 invested there was an economic uplift of £3 in the local economy. So, a £3.35m public realm investment in Tindal Square could generate a £10m uplift in the local economy.

3.4. Economic appraisal assumptions:

N/A given ask of GBF of £750k

3.5. Costs:

The costs of the scheme, based on the preferred option now being taken forward into detailed design and are set out below. This construction cost estimate was arrived at the end of Preliminary Design and was reported to the City Council's Cabinet on 2nd June 2020 when the preferred option was selected. The construction price base was provided by Essex Highways dated 10th March 2020. The cost of detailed design and tender management has also been provided through a full project and price proposal and fee estimated provided by Essex Highways at the end of July 2020. This will be included within an Inter Authority Agreement between CCC and ECC.

Element of the Scheme	Cost (£)
Already committed on Preliminary Design	135,000
Detailed Design and Tender Management (Stages 3C and 3D)	320,000
Construction	2,905,000
TOTAL	3,360,000

Optimism Bias has not been allocated to this scheme. A healthy risk/contingency pot of 40% has been included for construction and professional fee incurrence is managed by a PID agreement process within each stage of delivery, budgets are managed via this mechanism.

Sunk costs will be absorbed by CCC and ECC within existing resources and budgets. This includes core staff time and resources already incurred for the Preliminary design and Stakeholder engagement activities.

The construction cost estimate has taken into account inflation and is based on Inflation to Mid-Point of scheme using a BCIS Construction Index of 0.05%.

Operating, renewal and maintenance costs will be met from within existing CCC and ECC budgets. Additional materials will be purchased at the time of construction and a full maintenance protocol and programme between ECC and CCC is developed when public realm projects of this nature are delivered on the highway. In addition, CCC has an existing annual budget to support necessary public realm renewal programmes. Street cleaning will be managed by CCC as part of the wider City Centre street cleansing regime.

3.6. Benefits:

N/A given GBF ask of £750k (see above for identified benefits of the scheme).

3.7. Local impact:

The local benefits of the scheme are set out at 3.3 above.

3.8. Economic appraisal results and value for money:

The project promoters consider that the GPF investment of £750k represents excellent value for money, alongside already committed funding of 77% from S106 and CIL. This match funding is secured and has CCC Cabinet authority to be spent on the Tindal Square project. The £750k GPF investment will put in place a significant change to traffic circulation and public space within the City Centre of Chelmsford that will be in place for a number of decades. It brings with it some important benefits in terms of the re-use of a Grade 2 listed building, which has sat vacant since 2012, and will create a new public square that will encourage new investment and increased footfall and dwell time within this part of the City Centre as it recovers from the impact of the economic downturn caused by COVID19. On the assumption of a multiplier of £3:£1 the overall scheme will deliver significant benefits, which although challenging to quantify, will represent excellent value for money. And at a time when unemployment is increasing it is a deliverable capital project that will create the equivalent of 50 FTE construction jobs during its build programme. The scheme is aligned with national strategy to protect and enhance High Streets, Get Britain Building and is aligned with the SELEP economic strategy particularly Priority 4 of Smarter Faster Together which focuses on the creating of quality places.

	DCLG Appraisal Sections	Option 1 relative to status quo (Do Something)	Option 2 relative to status quo (Do Minimum)
A	Present Value Benefits [based on Green Book principles and Green Book Supplementary and Departmental Guidance (£m)]		
B	Present Value Costs (£m)		
C	Present Value of other quantified impacts (£m)		
D	Net Present Public Value (£m) [A-B] or [A-B+C]		
E	'Initial' Benefit-Cost Ratio [A/B]		
F	'Adjusted' Benefit Cost Ration [(A+C)/B]		
G	Significant Non-monetised Impacts	<p><i>[Please provide details of the non-monetised impacts of the scheme. Please note that, where monetisation is not possible, a qualitative assessment of the potential impacts should be carried out and presented in the Business Case submission. The DCLG Appraisal Guidance provides additional details regarding the use of multi-criteria analysis (MCA) on page 25 or switching values to capture the significance of such impacts on page 26]</i></p>	
H	Value for Money (VfM) Category	<p><i>[A VfM category should be produced for each spending option. The VfM should be based on the overall assessment of both monetised and non-monetised impacts. The VfM category will ultimately represent a judgment based on the size of the monetised benefits relative to the monetised costs (the BCR) and the potential significance of non-monetised impacts. Additional guidance can be found on page 28 of the DCLG Appraisal Guidance]</i></p>	
I	Switching Values & Rationale for VfM Category	<p><i>[Sensitivity analysis can be used to identify a 'switching value' particularly with respect to additionality]</i></p>	
J	DCLG Financial Cost (£m)		
K	Risks		
L	Other Issues		

Sensitivity Analysis

The benefits of the scheme have been assessed on the basis that the construction contract will be let successfully and deliver 50 construction jobs over a 6 month build programme. There is a risk identified on the risk register that in the context of COVID19 recovery, tender responses may not be received of the appropriate quality to deliver the scheme, although this is considered unlikely as construction contractors will be keen to secure local authority contracts.

The re-use of the Shire Hall, driven forward by the scheme, is dependent upon commercial investment in the building coming forward through the option that the relevant development company has with the current building owner. Future demand for commercial use of the building is unknown in the current economic climate, although Shire Hall is a unique character property and the public realm investment and removal of traffic from its frontage should be an appropriate stimulus to secure re-use and investment. The estimated number of jobs, at 100, could therefore be lower if different uses come forward or if economic recovery is slow.

There is a scenario whereby City Centre High Streets fail to recover as fast as anticipated and footfall recovery is overestimated. This could reduce the wider impact in terms of wider economic contribution. However, the investment is a long term one which will be in place in the City Centre for many decades to come and whatever the future holds for High Streets it is considered to be a value for money investment. Alternatively, High Street footfall recovery could exceed expectations and City Centre recovery is much better than expected leading to higher footfall rates and increased economic impact through High Street expenditure, use of the Shire Hall and the new public space.

Chelmsford City Centre traditionally is a strong performing retail centre and the benefit assumptions that the scheme will deliver are, on balance, considered to be pragmatic and reasonable in the current economic climate.

4. COMMERCIAL CASE

4.1. Procurement options:

As this is a public realm project primarily on the highway, the project will be procured through the Essex County Council Highways contract with Ringway Jacobs, through Essex Highways. This option has already been tested through the delivery of the Station Square project as an earlier phase of the public realm programme.

Alternative procurement options have been tested and adopted in practice including the Section 278 of the Highway Act approach adopted for the implementation of Half Moon Square.

As Tindal Square involves both a TRO process and a public realm scheme the Essex County Council/Essex Highways contract route is considered to be the most efficient procurement route to adopt for this project.

4.2. Preferred procurement and contracting strategy:

As this is a public realm project primarily on the highway the project will be procured through the Essex County Council Essex Highways contract with Ringway Jacobs. This option has already been tested through the delivery of the Station Square project as an earlier phase of the public realm programme.

Alternative procurement options have been tested and adopted in practice including the Section 278 of the Highway Act approach adopted for the implementation of Half Moon Square.

As Tindal Square involves both a TRO process and a public realm scheme the Essex County Council/Essex Highways contract route is considered to be the most efficient procurement route to adopt for this project.

Chelmsford City Council is procuring the Services of Ringway Jacobs/Essex Highways to design, tender and manage the construction of the scheme on its behalf. Ringway Jacobs/Essex Highways will tender the project through an approved highway procurement framework to ensure an open and transparent process for contractor selection.

This will be formalised within an Inter Authority Agreement between ECC and CCC. There are two stages to procurement:

Design – this is being procured by CCC through accessing the ECC Highways contract with Ringway Jacobs (known as Essex Highways).

Construction – this will also be procured through CCC accessing the ECC Highways contract, and through access to the most appropriate construction framework for a project of this value, most likely the Eastern Highways Alliance.

4.3. Procurement experience:

The City Council and Essex County Council has an excellent track record of working together to deliver public realm projects within the City Centre of Chelmsford. This is evidenced from the successful implementation of the first 5 Phases of the Public Realm Programme that has been delivered over the past 4 years, all of which have involved the development and implementation of projects on the highway. The implemented public realm programme set out at 1.6 above evidences this. In particular, Mill Yard was delivered using £3m of SELEP funding through a partnership including CCC and ECC.

4.4. Competition issues:

It is understood that this is not required at SOBC stage.

4.5. Human resources issues:

It is understood that this is not required at SOBC stage.

4.6. Risks and mitigation:

Risk will be actively managed throughout the life of the project. Ringway Jacobs will maintain the Risk Register, submitted at each stage of the delivery process. Monthly updates will be provided throughout the project duration, as well as at any gateway reviews. Risk Reduction meetings will be arranged for key programme/project risks and escalated where attention is required from the SRO, in line with Governance arrangements. Appendix C details the current programme and project risks, with allocated owners, actions, ratings and mitigations.

A Memorandum of Understanding between CCC and ECC has already been signed. This sets out how risk will be managed and mitigated. An Inter Authority Agreement between CCC and ECC will be prepared for each stage of the project as the project will be developed in stages to minimise financial risk, with appropriate break points in development to review and agree the next steps. SELEP funding would not be committed until after the tender process has been completed and full project funding secured. Given that the bulk of project funding has already been secured this is considered to be relatively low risk. A risk register has been prepared by the Programme Manager and there a monthly meetings between CCC and ECC at Director and Cabinet/Level when any project risk and mitigation needed can be discussed and resolved.

4.7. Maximising social value:

The intention will be to work in social value measures into the tender process and assessment to maximise social value from the project.

5. FINANCIAL CASE

5.1. Total project value and funding sources:

Total project cost: £3.36million (rounded up from £3.355m).

Funding already secured, includes £1.6m from Chelmsford City Council Community Infrastructure Levy, £0.520 from held S106 balances for the project and £0.135m from CCC Capital Programme already spent on design). The CIL and S106 funding is already held by the City Council and committed to the project and confirmed at the CCC Cabinet meeting on 2nd June 2020. A link to this report is included within the Business Case.

The identified funding gap (assuming GBF is secured) is £0.355m. This would be subject to future decision of CCC Cabinet, but funding the project from the Strategic element of CIL is already agreed in principle by a previous Cabinet decision.

During 2020/2021, £0.320m is available within the CCC Capital Programme (from the S106 funding element) for the detailed design of the public realm element. Funding from the Chelmsford City Growth Package is being utilised to develop the TRO process to support the scheme, but this is not included in the project cost total.

The bulk of the capital funding will be spent in 2021/2022.

5.2. SELEP funding request from Getting Building Fund:

£750,000 is requested from the Getting Building Fund.

5.3. Costs by type:

Cost type	19/20 £000	20/21 £000	21/22 £000
Stages 3a, 3b, 3c and 3d (option selection, preliminary design, detailed design and tender management)	135 (already spent)	320	
Construction (includes 40% risk contingency)			2905
QRA			
Monitoring and Evaluation*			
Total funding requirement	135	320	2905
Inflation (%)			

*monitoring and evaluation costs will be covered by the wider monitoring and evaluation of the Chelmsford City Growth Package, of which Tindal Square forms part. There will be no specific monitoring and evaluation costs that will need to be identified from within the project budget set out in this SOBC and this can be met from within existing resources.

5.4. Quantitative risk assessment (QRA):

It is understood that this is not required at SOBC stage.

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

Funding source	19/20 £000	20/21 £000	21/22 £000	22/23 £000
Capital: Community Infrastructure Levy			1955*	
Capital: CCC capital programme	135			
Capital: S106		320	200	
Getting Building Fund			750	
Total funding requirement	135	320	2905	

**£1.6m currently committed from CIL. The funding gap of £0.355m would be subject to future decision of CCC Cabinet, but funding the project from the Strategic element of CIL is agreed in principle through a previous Cabinet decision.*

5.6. Funding commitment:

This has been provided via the City Council's S151 Officer's Letter of Representation. CCC Cabinet on 2nd June 2020 confirmed funding (see attached link to the Cabinet report).

5.7. Risk and constraints:

Risk is being managed through a Risk Register managed by the Programme Manager (this is appended to the Business Case and reproduced at Appendix C. The budget currently includes a 40% risk contingency. Applying 40% of risk/contingency is an appropriate level at this stage of a construction project, where detailed design is not yet complete.

In terms of budget risk, the S106 (£0.520m) and CIL funding (£1.6m) is already held by the City Council and has Cabinet Authority to be spent on this project (see Cabinet Report of 2nd June 2020 as appended). The budget gap of £0.355m would be met from CIL from within existing balances held, subject to a future Cabinet decision. This is reflected in the risk register.

6. MANAGEMENT CASE

6.1. Governance:

The Project Sponsors are Laura Elliott at Essex County Council and Stuart Graham at Chelmsford City Council.

Project Governance is set out within the Memorandum of Understanding for the Project between Essex County Council and Chelmsford City Council. This is set out as follows:

The governance structure defined within Clause 6 provides a structure for development and delivery of the Project. There will be a Project Board and Project Team. Their respective roles are outlined below.

Each of the Parties will have internal reference groups for the Project

Chelmsford City Council's reference group will be its Public Realm Working Group. Any necessary key decision will be made by the City Council's Cabinet

Essex County Council's reference group will be Chelmsford City Growth Project Board. As primary funder any design for the Project must be agreed by Chelmsford City Council.

Guiding principles of governance:

The Project's governance will:

- I. provide strategic oversight and direction;
- II. be based on clearly defined client roles and instructing and approval responsibilities at organisation, group and, where necessary, individual level;
- III. align decision-making authority with the criticality of the decisions required;
- IV. be aligned with Project scope and each Project stage (and may therefore require changes over time);
- V. leverage existing organisational, group and user interfaces;
- VI. provide coherent, timely and efficient decision-making; and
- VII. correspond with the key features of the project governance arrangements set out in this MOU.

The Project Board

The Project Board will provide overall strategic oversight and guidance to the Works and Project, align decision making authority with the criticality of decisions required, leverage existing organisational, group and user interfaces, champion the needs of the Project within their own organisations and promote the Works and Project positively at all times and provide coherent, timely and efficient decision making.

The Project Board will consist of the following members:

Essex: Director of Highways & Transportation, Head of Network Development, Project Sponsor, Principal Transport Strategy and Engagement Officer (Heart of Essex).

Chelmsford: Director of Sustainable Communities, Director of Public Places, Economic Development and Implementation Manager, Chair of Public Realm Working Group.

The Project Team

The Project Team will be responsible for the delivery of the Works and Project. It will provide assurance to the Project Board that the key objectives (as identified at clause [4.2]) are being met and that the Project is performing within the boundaries set by the Project Board. The Project Team will also advise the Project Board during the Works and Project and provide regular updates on progress of the Project. The Project Team will also call upon the relevant Reference Group(s) as and when required to support the delivery of the Project and its deliverables.

The Project Team consists of representatives from each of the Parties. The Project Team shall have responsibility for the creation, execution and reporting of the Project plan and deliverables, reporting to the Project Board, undertaking stakeholder engagement, working with the Reference Group(s), commissioning professional support, developing Business Cases and creating all Project deliverables. The Project Team will be able to draw technical, commercial, legal and communications resources as appropriate into the Team.

The core Project Team members are:

Essex: CCGP Project Manager, Major Projects Sponsor (Infrastructure Delivery), Principal/Senior Transport Strategy and Engagement Officer(s), Network Assurance officer, Public Realm Design Lead other members as appropriate

Chelmsford: Economic Development and Implementation Manager, Implementation Lead, Planning Officer (Public Realm), Public Health and Protection Manager, TRO Team Leader, Access Officer

Reporting

Project reporting shall be undertaken at four levels:

- a) Project Team: Minutes and actions will be recorded by Essex for each Project Team meeting. Any additional reporting requirement shall be at the discretion of the Project Team.
- b) Project Board: Reporting shall be as and when required, based on the minutes from the Project Team highlighting: progress this period; issues being managed; issues requiring help (that is, escalations to the Project Board) and progress planned next period and/or aligned with the frequency of the Project Steering Group meetings.
- c) Reference Group(s): to receive reports from the Project Team at points within the overall Project programme at which wider engagement is needed before progressing further with the project.
- d) Organisational: the Project Team members shall be responsible for drafting reports into their respective sponsoring organisation as required for review by the Project Team before being issued.

6.2. Approvals and escalation procedures:

Approvals and escalation procedures will be defined in the Inter Authority Agreement which is currently being drafted and will be agreed between ECC & CCC. It will build on the Memorandum of Understanding, which is already signed and agreed, and in place between the two authorities for roles and responsibilities within the project. Escalation procedures are contained in the signed MoU.

6.3. Contract management:

It is understood that this is not required at SOBC stage.

6.4. Key stakeholders:

The key stakeholders are Chelmsford City Council and Essex County Council.

Other key stakeholders include the businesses on the High Street affected by the TRO and businesses within the vicinity of the public realm scheme that will benefit from it.

Specific stakeholders with a direct interest in the design of the scheme include Chelmsford Cathedral and Aquila Developments, who have an option with Essex County Council to bring into use the Shire Hall for restaurant and/or retail uses.

There is support for the project which has already been extensively consulted on through the City Council's adopted Public Realm Strategy and the Chelmsford City Growth Package and through the scheme specific public consultation in Summer 2019.

The Project is also supported by the Chelmsford Business Board, who have identified it as a priority project.

Further statutory consultation will take place with regard to the TRO and as the public realm design develops into detailed design. A series of stakeholder meetings have been held in August and September 2020. The partners are engaging fully with business through the One Chelmsford BID to achieve this. The Chair of the One Chelmsford BID Board is also represented on the Chelmsford Business Board.

Key stakeholders will be routinely updated via regular Project Boards and subsequent updates to Council Members. Stakeholders will be engaged on further options when the design of the work is refined and at key gateways of project management, stakeholders will be engaged for approvals to proceed.

The general public will be kept updated by management of the website, providing progress and general information about the scheme, including a provision for questions.

Businesses will be kept updated by e-bulletins and the website, for which there is a dedicated page on both the CCC and ECC websites.

6.5. Equality Impact:

This will be prepared through the design for the public realm project. The Chair of the Chelmsford Area Access Group is a member of the Project Design team to help facilitate this.

6.6. Risk management strategy:

Risk will be actively managed throughout the life of the project. Ringway Jacobs will maintain the Risk Register, submitted at each stage of the delivery process. Monthly updates will be provided throughout the project duration, as well as at any gateway reviews. Risk Reduction meetings will be arranged for key programme/project risks and escalated where attention is required from the SRO, in line with Governance arrangements. Appendix C details the current programme and project risks, with allocated owners, actions, ratings and mitigations.

Risks will be managed via the standard mechanism within an NEC Contract, the proposed method of project control. A risks and issues log will be kept centrally, by the programme manager and reviewed at regular intervals.

6.7. Work programme:

The outline programme is below. The Project Team is established with a Project Manager and is working through this programme. A more detailed programme is available if required at this stage.



Tindal Sq PR - Fee
Estimate Schedule (J

6.8. Previous project experience and project management:

Chelmsford City Council and Essex County Council have an excellent track record of working together to deliver public realm projects within the City Centre of Chelmsford. This is evidenced from the successful implementation of the first 5 Phases of the Public Realm Programme detailed above, most of which have involved the development and implementation of projects on the highway.

All works are to be undertaken in accordance with the Essex Highways Contract Manual, September 2017.

Essex Highways Design Team have been contracted to provide the specialist resource on this project and key personnel include a Project Manager, Highways Lead and Urban Realm Lead – these are supported by numerous other disciplines within Essex Highways and Jacobs to deliver the scheme. The project team also includes a named Discipline Lead, CDM Advisor, Project Principal, ITS Lead, Lighting design lead.

Ringway Jacobs will maintain and develop the Programme submitted as part of the PID. Monthly updates will be provided by the PM and at any Gateway Reviews. The Project Manager will be responsible for ensuring that the appropriate resource is in place to meet RJ commitments.

ECC & CCC Officers, with responsibility for the delivery of the scheme are part of the Client Steering Group to engage and be consulted on design development etc along with the Essex Highways design team.

6.9. Monitoring and evaluation:

6.91 Logic Map

Objectives	Inputs	Outputs	Outcomes	Impacts
<p>To deliver a solution for the creation of an important new City square to enhance its sense of place, optimise its public use and improve pedestrian access and enjoyment.</p> <p>To consider the appropriate solution to integrate a cycle route east west across the space.</p> <p>To prevent rat running vehicle routes by closing the road to through traffic. To ensure the appropriate access point for servicing vehicles to the High Street, for the cathedral and Shire Hall.</p> <p>To extend the space from the High Street to meet Shire Hall, to greet the cathedral, to connect with</p>	<p>Grant Spend £750,000</p> <p>Matched Contributions Spend £2.605m</p> <p>Leveraged Funding £2.605m</p>	<p>3,000 m2 of new City Centre square to inject confidence into the City Centre post COVID.</p> <p>Removal of traffic motorised traffic from this part of the City Centre.</p> <p>Creation of new cycle link.</p> <p>New DDA compliant access to the Shire Hall, a Grade 2* Listed building.</p> <p>New seating areas, outside eating areas and tree planting.</p>	<p>Indirect support of city centre retail and restaurant employment.</p> <p>50 construction jobs.</p> <p>100 jobs in re-use of Shire Hall, Grade 2* listed building.</p> <p>Increased footfall and dwell time in this part of the City Centre as part of post COVID economic recovery.</p> <p>Estimated £10m economic impact based on £1 per £3 investment.</p> <p>Removal of motorised traffic from this part of the city centre, improving air quality.</p> <p>Modal shift – creation of new cycle connection delivers a key part of the north-south city centre cycle link connecting with the wider cycle network being enhanced through the City Centre Growth Package.</p>	<p>N/A (grant under £2m)</p>



<p>the library and retail market and to ease the way for people to the railway station up Duke Street and the university at the end of New Street.</p> <p>To ensure there is no clutter, avoiding traffic related paraphernalia such as traffic signals and guardrail and posts, avoiding obstacles for ease of walking and accessibility for all.</p> <p>To ensure the future proofing of other development opportunities at the northern end of the High Street that may come forward.</p> <p>To create a public realm design of high quality that makes a strong statement in this key City Centre location.</p> <p>To enable the space as a destination in its own right,</p>				
---	--	--	--	--



for events, social gathering and celebratory space.				
---	--	--	--	--

7. DECLARATIONS

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

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

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

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

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

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

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

<i>Signature of applicant</i>	
<i>Print full name</i>	STUART GRAHAM
<i>Designation</i>	Economic Development and Implementation Services Manager, Chelmsford City Council.

8. APPENDIX A – ECONOMIC APPRAISAL ASSUMPTIONS

[The DCLG appraisal guide data book includes all of the appraisal and modelling values referred to in the appraisal guidance. Below is a summary table of assumptions that might be required. All applicants should clearly state all assumptions in a similar table.]

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

9. APPENDIX B - FUNDING COMMITMENT

Draft S151 Officer Letter to support Business Case submission

Dear Colleague

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

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

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

Yours Sincerely,

SRO (Director Level)
S151 Officer

10. APPENDIX C – RISK MANAGEMENT STRATEGY

Description of Risk	Impact of Risk	Risk Owner	Risk Manager	Likelihood of occurrence (Very Low/ Low/Med/ High/ Very High) (1/2/3/4/5) *	Impact (Very Low/ Low/ Med/ High/ Very High) (1/2/3/4/5) **	Risk Rating	Risk Mitigation	Residual Likelihood/ Impact Scores
The COVID-19 pandemic may result in delays to the programmed approvals for commencing the detailed design work.	This would have a knock-on effect to the project programme and possibly the availability of named staff to undertake the works.	ECC / CCC	Project Manager (Essex Highways)	3	4	12	In the case of COVID-19 pandemic concerns, close liaison with CCC / Client Steering Group shall be required to understand the effects on the project.	3 / 2
Detailed design work could be abortive if listed building / conservation area consent is not granted for the Shire Hall access steps/ramps.	This would result in a delay and additional cost to completing the detailed design work as documents would need to be altered to exclude the construction of this element and/or additional work would be required to develop an updated access arrangement with associated listed building consent requirements.	ECC / CCC	Project Manager (Essex Highways)	3	4	16	Early engagement with key stakeholders to agree access layout.	2 / 2
Difficulty / delay in obtaining outstanding site survey data (e.g. cellar surveys).	Detailed design would be delayed until information was available.	ECC / CCC	Project Manager (Essex Highways)	3	4	12	Ensure outstanding survey requirements are identified as early as possible and that the required resources and associated permissions are in place to undertake the surveys in a timely fashion.	2 / 2
Delays in CCC obtaining scheme buy-in from third party stakeholders (e.g. Aquila, existing High	Delay to agreement on key design matters/progression	CCC	Implementation Lead (CCC)	2	3	6	Ensure design team / CCC's timely liaison with third-party stakeholders (e.g. Aquila, High Street building owners, etc)	2 / 2

Street building owners, etc.).							to discuss proposals and obtain timely scheme buy-in.	
Delays in obtaining existing third-party utilities approval for changes to their networks; and delays in these works being undertaken.	Construction programme could be held up until utilities are resolved.	ECC / CCC	Project Manager (Essex Highways)	2	4	8	Ensure timely liaison with utilities companies and adequate programming of any required works.	1 / 2
Lack of / delay in communicating with CCC's heritage officer to discuss / agree design proposals prior to completing works associated with listed building / conservation area consents application(s).	This could result in programme delays / loss of consent window preventing the inclusive access works from forming part of the contracted site work.	ECC / CCC	Project Manager (Essex Highways)	3	3	9	Early engagement with Heritage Officer to obtain realistic resolution timescales, programme to be updated following discussion	2 / 2
Delays in obtaining specific design element sign-off from ECC / CCC Cabinet Members / Client Steering Group	Could result in scheme delays and / or additional costs.	ECC / CCC	Project Manager (Essex Highways) and Implementation Lead CCC	2	4	8	Continue close working with CCC throughout detail design process to ensure development of works is in-line with their requirements, and any comments / queries (from either party) can be addressed quickly.	2 / 3
Insufficient response to tender issue	Could result in the need to re-tender works, resulting in delays and additional tender management costs.	ECC / CCC	Project Manager (Essex Highways)	3	5	15	Early and thorough preparation of works pack. Early planning of procurement route based on available up to date market information.	2 / 2
Conflict between aesthetic and functional requirements for the design	Lack of agreement on how to progress key design elements	ECC / CCC	Project Manager (Essex Highways)	3	3	9	Continue close working with CCC throughout detail design process to ensure development of works is in-line with their requirements, and any comments / queries (from either party) can be addressed quickly.	1 / 2
Sustained objection to the TROs	Delays to pedestrianisation of Tindal Square	ECC	Project Manager (Essex Highways)	4	4	16	Early programming for TROs to allow time for objections without delaying critical path	3 / 3

Funding gap can't be filled	Scheme would not be able to be completed in full	ECC/ CCC	Economic Development and Implementation Manager CCC	2	5	10	CCC can meet the funding gap from CIL if required. Ongoing targeted identification of potential funding sources. Maintain profile of scheme so key stakeholders remain fully bought into scheme to unlock potential funding.	2 / 3
-----------------------------	--	-------------	---	---	---	----	--	-------

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

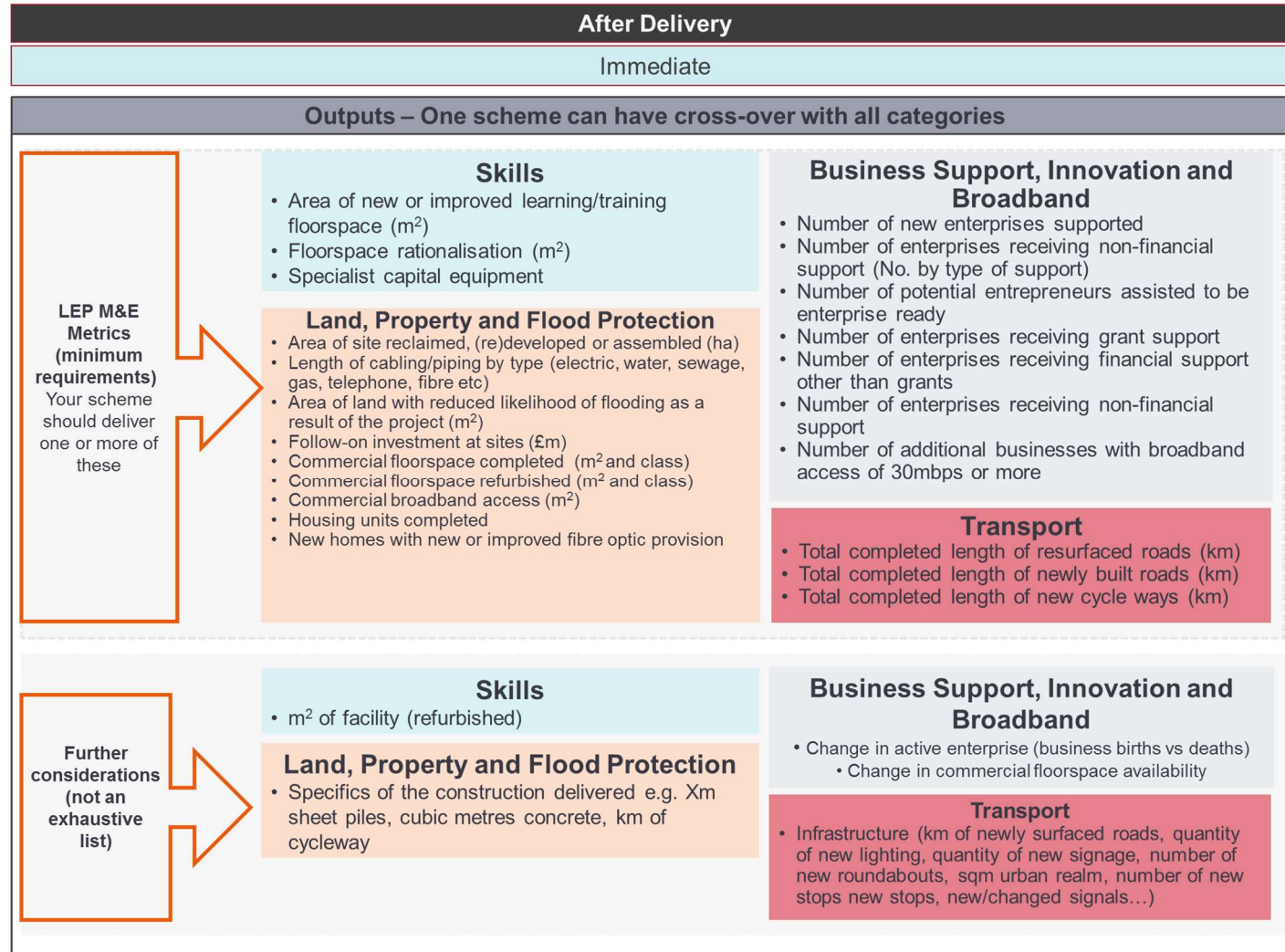
** Impact scale: Very Low (1) likely that impact could be resolved within 2 days; Low (2) potential for a few days' delay; Medium (3) potential for significant delay; High (4) potential for many weeks' delay; Very High (5) potential for many months' delay

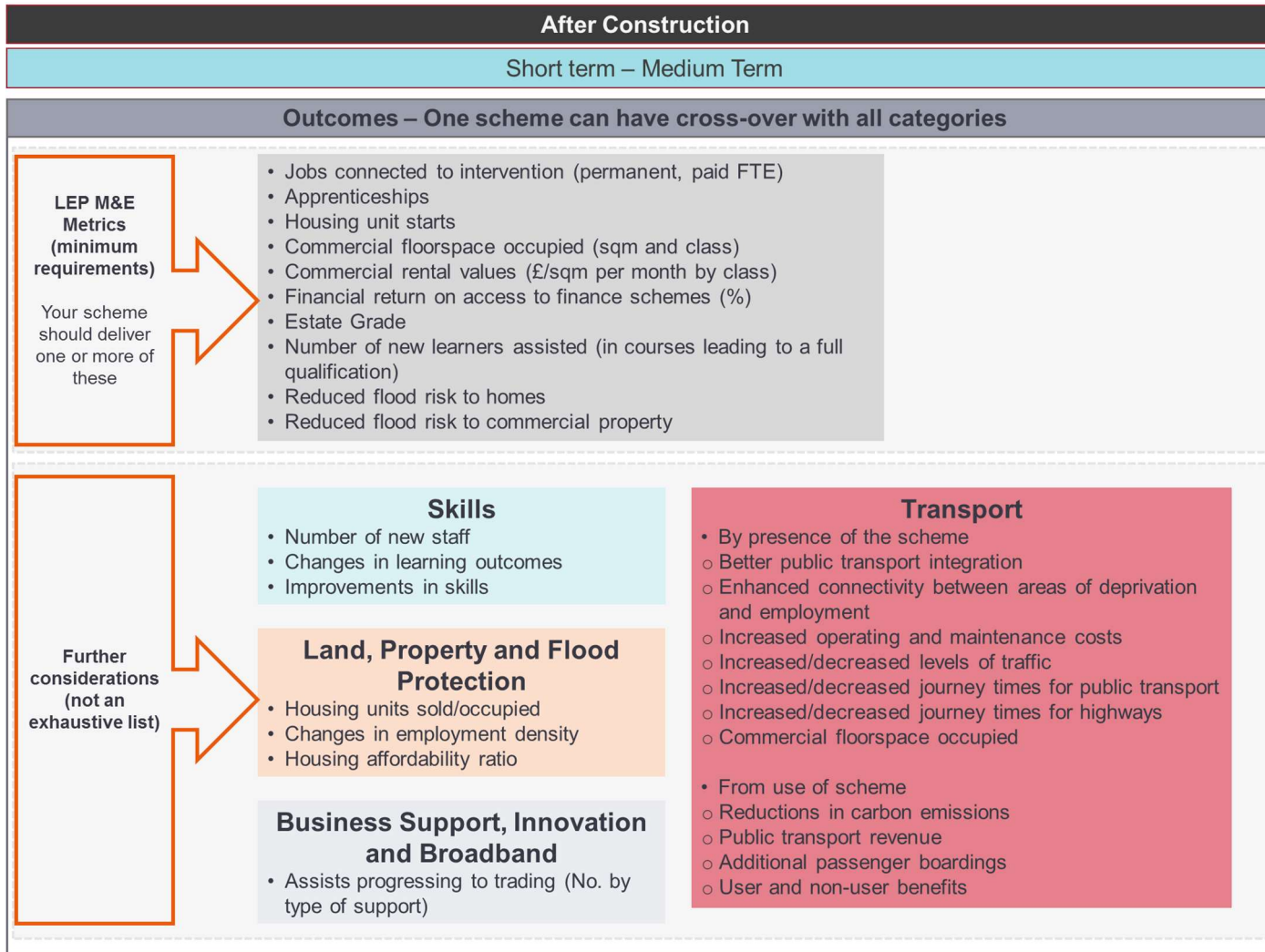
Please note, not all sections of the table may require completion.

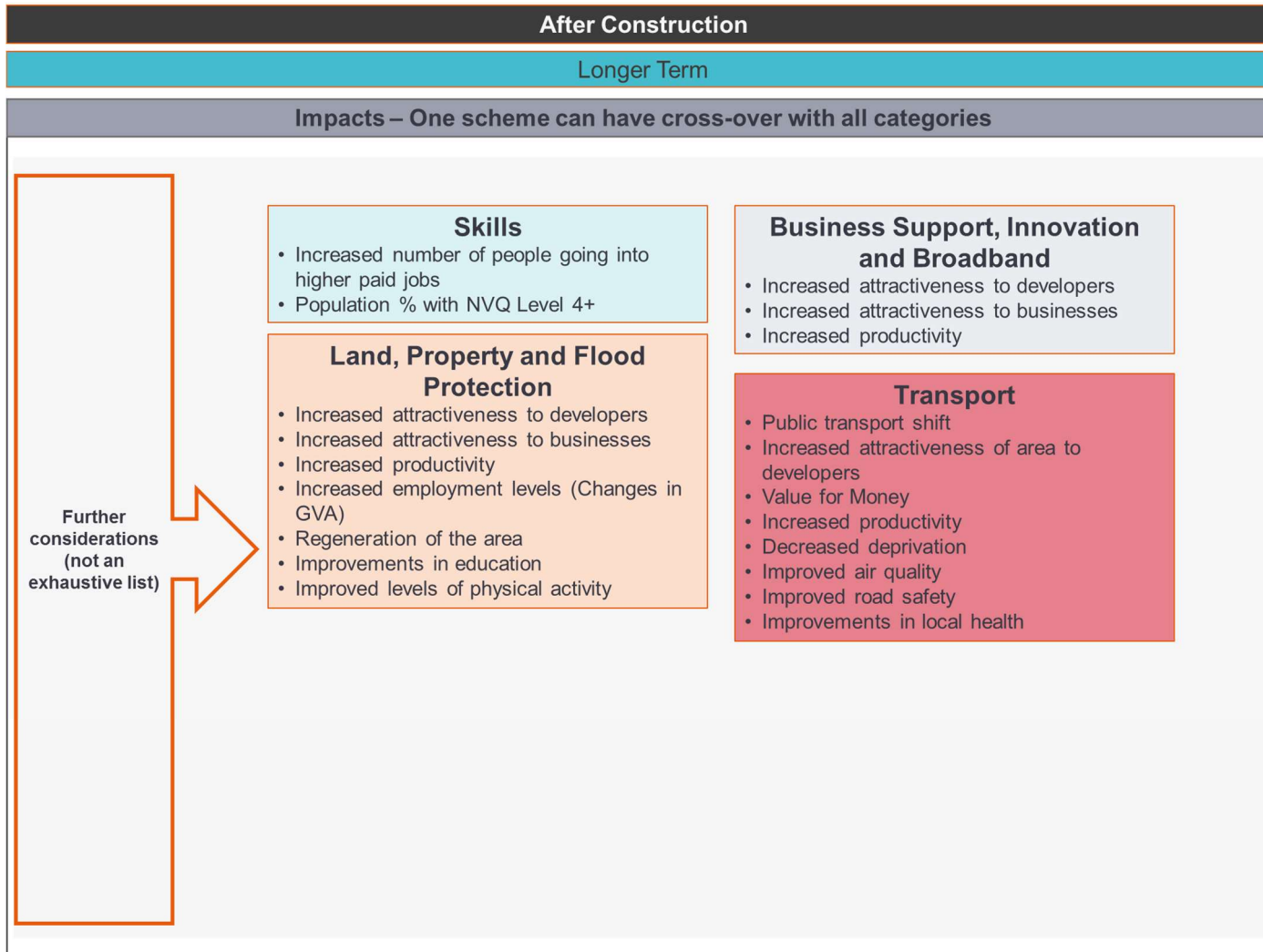
11. APPENDIX D – GANTT CHART

Tasks	Start date	Finish date	2020												2021												2022					
			M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J		
Design Stage 3b Legal orders	26.6.2020	4.9.2020																														
Design Stage 3c Detailed Design and Tender Preparation (includes planning and LB consent)	09.03.2020	03.03.2021																														
Design Stage 3d Tender management	05.03.2021	07.10.2021																														
Construction	08.10.2021	31.03.2022																														

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







13. APPENDIX F – MONITORING AND EVALUATION PLAN AND BASELINE REPORT TEMPLATES

MONITORING AND EVALUATION PLAN

PURPOSE

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

A NOTE ON COSTS

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

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

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



AN OVERVIEW TO THE MONITORING AND EVALUATION PROCESS



SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

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



M&E Plan
(YOU ARE HERE)

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

Baseline Report

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

One Year After
Opening Report

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

- The Report is completed after the scheme has been open or in place for five/three years

PROPORTIONATE APPROACH TO COMPLETING THE REPORT

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

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

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

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

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



<p>More than £8m</p>	<p>As described within the report templates</p>	<p>As described within the report templates</p>	<p>All those prescribed by the LEP and applicable to the scheme/package plus applicable measures from the 'Further considerations' section (see Appendix A supplied separately)</p> <p>Also include any additional outcomes that have a large or moderate benefit / disbenefit in the Business Case</p>	<p>Those relevant to the scheme/package from within the list in Appendix A (supplied separately)</p> <p>Also include any additional impacts that have a large or moderate benefit / disbenefit in the Business Case</p>
----------------------	---	---	---	---

TINDAL SQUARE, CHELMSFORD

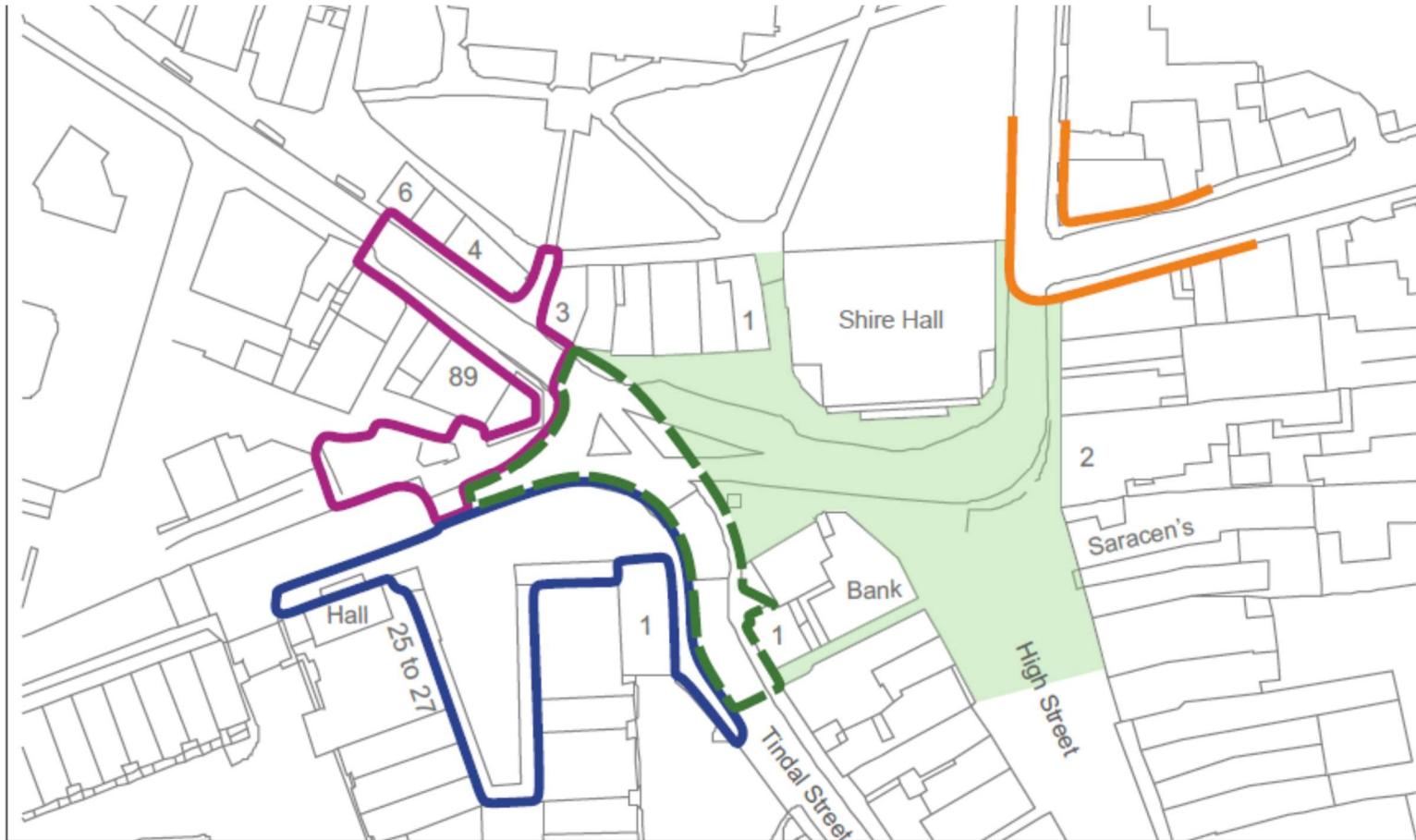
This Monitoring and Evaluation Plan provides the details of the inputs, outputs, outcomes and impacts of the Tindal Square Public Realm Scheme, how they will be measured, and the costs associated with this for the Baseline Report and One Year After Opening Report and Five/Three Years After Opening Report.

The objectives of the scheme are:

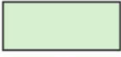



- i. To deliver a solution for the creation of an important new City square to enhance its sense of place, optimise its public use and improve pedestrian access and enjoyment
- ii. To consider the appropriate solution to integrate a cycle route east west across the space
- iii. To prevent rat running vehicle routes by closing the road to through traffic
- iv. To ensure the appropriate access point for servicing vehicles to the High Street, for the cathedral and Shire Hall
- v. To extend the space from the High Street to meet Shire Hall, to greet the cathedral, to connect with the library and retail market and to ease the way for people to the railway station up Duke Street and the university at the end of New Street
- vi. To ensure there is no clutter, avoiding traffic related paraphernalia such as traffic signals and guardrail and posts, avoiding obstacles for ease of walking and accessibility for all
- vii. To ensure the future proofing of other development opportunities at the northern end of the High Street that may come forward
- viii. To create a public realm design of high quality that makes a strong statement in this key City Centre location
- ix. To enable the space as a destination in its own right, for events, social gathering and celebratory space



The geography of the scheme is shown in the map below:



Elements - Tindal Square (1)

-  Reconnect Tindal Square to Shire Hall, Tindal Terrace and the High Street (A)
-  The west side - Duke Street to Tindal Street (B)
-  The east side - New Street and Waterloo Lane (C)
-  Duke Street and Market Road entrances (2)

INPUTS

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

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

ID	Input Description	Source of Value	Monitoring Approach	Frequency of Tracking	Source	2020/2021				2021/2022				[FY1/FY2]				
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
IN1	Grant Spend £750,000	Planned / Forecast	Through management of construction contract expenditure.	Quarterly	Planned/ Forecasted Spend Profile													
IN2	Matched Contributions Spend £320,000	Planned / Forecast	Through monthly Project Team expenditure forecasts. Through management of construction contract expenditure.	Quarterly	Planned/ Forecasted Spend Profile													
IN3	Matched Contributions Spend £2,290,000	Planned/Forecast	£2,290,000 through management of construction contract expenditure.	Quarterly	Planned/ Forecasted Spend Profile													



IN4	Leveraged Funding £2,610,000	Planned / Forecast	As above	Quarterly	Planned/ Forecasted Spend Profile														
-----	---------------------------------	--------------------	----------	-----------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

INPUT 4: PROJECT DELIVERY AND MILESTONS

- Please complete the table of planned Key Milestones

Milestone	Planned Date of Delivery
Start of project (start spending LGF or match funding)	March 2019
Preliminary Design concluded	March 2020
Public Consultation	Summer 2019
Detailed Design	March 2021
Planning and Listed Building Consent	March 2021
Tender award	October 2021
Site Mobilisation Works Commence	October/November 2021
Project Completion / Site Opening	March 2022

INPUT 5: RISK MITIGATION

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

OUTPUTS

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



EXAMPLE		
ID	Output Description	
OP1	Area of new public realm created in sq m	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value: Circa 3,000m2 of new public realm space created
		Source of Value: Preferred Option drawing at completion of Preliminary Design
		Future Monitoring Approach: Final survey of completed space at completion of construction
		Frequency of tracking: Once after opening.
		Costs Allocated to Monitoring: From within existing resources within CCC
		Details: Proposed Method of Collecting Baseline Information
		Approach for Collection: Survey of existing space
		Costs Allocated: Free: Cost will be included within existing survey data.

COMPLETE AND REPEAT FOR ALL OUTPUTS

ID	Output Description	
OP2	Integration of a new cycle link within a pedestrianised priority space	<p>Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring</p> <p>Value: circa 80m cycle connection created through the new public space.</p> <p>Source of Value: Preferred Option drawing at completion of Preliminary Design.</p> <p>Future Monitoring Approach: Final survey of completed space at completion of construction</p> <p>Frequency of tracking: Once after opening</p> <p>Costs Allocated to Monitoring: From within existing resources within CCC</p> <p>Details: Proposed Method of Collecting Baseline Information</p> <p>Approach for Collection: Survey of existing space</p> <p>Costs Allocated: Free: Cost will be included within existing survey data.</p>
OP3	Removal of motorised traffic (excluding service vehicles from Tindal Square)	<p>Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring</p> <p>Value: New pedestrianised space with re-arranged access arrangements for service vehicle only.</p> <p>Source of Value: Traffic counts before and after scheme completion.</p> <p>Future Monitoring Approach: Traffic counts using CCTV</p> <p>Frequency of tracking: Once after opening and then at 3 and 5 years</p> <p>Costs Allocated to Monitoring: From within existing resources within CCC</p>



		<p>Details: Proposed Method of Collecting Baseline Information</p> <p>Approach for Collection: Traffic surveys and CCTV data</p> <p>Costs Allocated: Free: data can be collected from within CCC resources.</p>
--	--	--

OUTCOMES

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



EXAMPLE		
ID	Output Description	
OC1	Jobs connected to the intervention	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value: 150 jobs – 50 from construction and 100 total FTE as a result of the re-use of the Shire Hall
		Source of Value: Business Case, pages 13, 20 and 21
		Future Monitoring Approach: Construction jobs from contractor’s data. FTEs from surveying new businesses once Shire Hall is brought back into use.
		Frequency of tracking: Once after opening and once for five years after opening report
		Costs Allocated to Monitoring: To be met from within existing CCC resources
		Details: Proposed Method of Collecting Baseline Information
		Approach for Collection: Data already available.
		Costs Allocated: 0



COMPLETE AND REPEAT FOR ALL OUTCOMES

ID	Output Description	
OC2	Increased footfall within this part of the High Street and increased use of space for events	<p>Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring</p> <p>Value: 10% increase in footfall measured on Saturdays over and above Pre COVID19 footfall data.</p> <p>Source of Value: High Street footfall data form pedestrian counters.</p> <p>Future Monitoring Approach: Regular feed of data from High Street pedestrian counters and event log from CCC's Marketing Events and Engagement Team.</p> <p>Frequency of tracking: After one, three and five years.</p> <p>Costs Allocated to Monitoring: From within existing resources.</p> <p>Details: Proposed Method of Collecting Baseline Information</p> <p>Approach for Collection: Data already available.</p> <p>Costs Allocated: Zero, the data is collected by the Business Improvement District and shared on a monthly basis with CCC</p>
OC3	Removal of motorised vehicle movements form Tindal Square excluding service vehicle movements serving the High Street. Improvement to air quality.	<p>Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring</p> <p>Value: 100% reduction in non-service motorised vehicle traffic through Tindal Square</p> <p>Source of Value: Existing traffic survey data</p> <p>Future Monitoring Approach: CCTV traffic surveys</p> <p>Frequency of tracking: After one, three and five years.</p> <p>Costs Allocated to Monitoring: From within existing resources.</p>



		<p>Details: Proposed Method of Collecting Baseline Information</p> <p>Approach for Collection: Data already available from traffic survey counts.</p> <p>Costs Allocated: Zero, the data is collected by the Highway Authority.</p>
--	--	--

BASELINE REPORT

PURPOSE

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

AN OVERVIEW TO THE MONITORING AND EVALUATION PROCESS

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



M&E Plan

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

Baseline Report (YOU ARE HERE)

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

One Year After Opening Report

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

PROPORTIONATE APPROACH TO COMPLETING THE REPORT

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

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

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

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

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



			disbenefit in the Business Case	disbenefit in the Business Case
More than £8m	As described within the report templates	As described within the report templates	<p>All those prescribed by the LEP and applicable to the scheme/package plus applicable measures from the 'Further considerations' section (see Appendix A supplied separately)</p> <p>Also include any additional outcomes that have a large or moderate benefit / disbenefit in the Business Case</p>	<p>Those relevant to the scheme/package from within the list in Appendix A (supplied separately)</p> <p>Also include any additional impacts that have a large or moderate benefit / disbenefit in the Business Case</p>

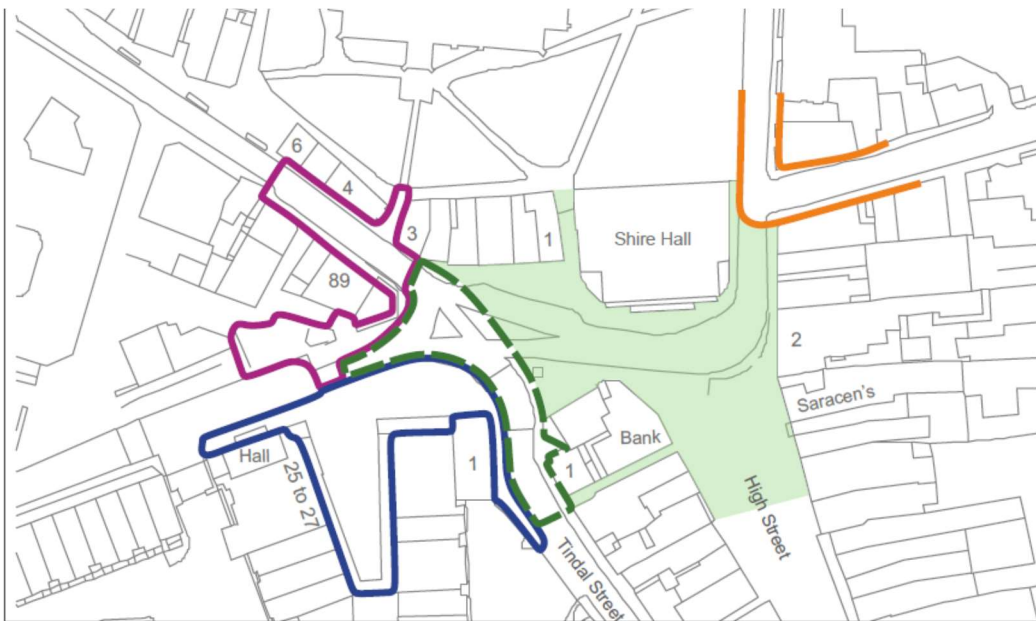
TINDAL SQUARE, CHELMSFORD

This Baseline Report provides the details of the inputs, outputs, outcomes and impacts of the Tindal Square Public Realm Improvement Scheme from the period [date] to [date], before the scheme is constructed/delivered.





The objectives of the scheme are:

- i. To deliver a solution for the creation of an important new City square to enhance its sense of place, optimise its public use and improve pedestrian access and enjoyment
- ii. To consider the appropriate solution to integrate a cycle route east west across the space
- iii. To prevent rat running vehicle routes by closing the road to through traffic
- iv. To ensure the appropriate access point for servicing vehicles to the High Street, for the cathedral and Shire Hall
- v. To extend the space from the High Street to meet Shire Hall, to greet the cathedral, to connect with the library and retail market and to ease the way for people to the railway station up Duke Street and the university at the end of New Street
- vi. To ensure there is no clutter, avoiding traffic related paraphernalia such as traffic signals and guardrail and posts, avoiding obstacles for ease of walking and accessibility for all
- vii. To ensure the future proofing of other development opportunities at the northern end of the High Street that may come forward
- viii. To create a public realm design of high quality that makes a strong statement in this key City Centre location
- ix. To enable the space as a destination in its own right, for events, social gathering and celebratory space

The geography of the scheme is shown in the map below:



Elements - Tindal Square (1)

-  Reconnect Tindal Square to Shire Hall, Tindal Terrace and the High Street (A)
-  The west side - Duke Street to Tindal Street (B)
-  The east side - New Street and Waterloo Lane (C)
-  Duke Street and Market Road entrances (2)
-  Exchange Square (3)



SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

INPUTS

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

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

ID	Input Description	Source of Value	Monitoring Approach	Frequency of Tracking	Source	2020/2021				2021/2022				[FY1/FY2]				
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
IN1	Grant Spend £750,000	Planned / Forecast	Through management of construction contract expenditure.	Quarterly	Planned/ Forecasted Spend Profile													
IN2	Matched Contributions Spend £320,000	Planned / Forecast	Through monthly Project Team expenditure forecasts. Through management of construction contract expenditure.	Quarterly	Planned/ Forecasted Spend Profile													

INPUT 4: PROJECT DELIVERY AND MILESTONS

- Please complete the table of planned Key Milestones

Milestone	Planned Date of Delivery
Start of project (start spending LGF or match funding)	March 2019
Preliminary Design concluded	March 2020
Public Consultation	Summer 2019
Detailed Design	March 2021
Planning and Listed Building Consent	March 2021
Tender award	October 2021
Site Mobilisation Works Commence	October/November 2021
Project Completion / Site Opening	March 2022

INPUT 5: RISK MITIGATION

- Please note any risk mitigation used and if any risks materialised up to the opening of the scheme [Please refer back to Risk Register in the Business Case].

OUTPUTS

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



EXAMPLE							
ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OP1	Area of new public realm created in sq m	Baseline	No public space currently exists at Tindal Square.	Existing surveys	n/a	Existing surveys	March 2018
		Planned/ Anticipated	3,000m2 of new public realm	Completion of scheme	On completion	Completion certificate of scheme	From scheme opening (March 2022)

Details: Method of Collecting Baseline Information

From existing survey data and completion of new scheme.

COMPLETE AND REPEAT FOR ALL OUTPUTS

ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OP2	Integration of a new cycle link within a pedestrianised priority space	Baseline	Currently part of existing highway shared with motorised traffic	Existing surveys	n/a	Existing surveys	March 2018
		Planned/ Anticipated	80m of new connectivity through space	Completion of scheme	On completion	Completion certificate of scheme	From scheme opening (March 2022)

Details: Method of Collecting Baseline Information

From existing survey data and completion of new scheme.

ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OP3	Removal of motorised traffic (excluding service vehicles from Tindal Square)	Baseline	Average of 350 per hour in peak hours	From existing surveys	N/A	Traffic survey data	
		Planned/ Anticipated	Zero (excluding service vehicles)	CCTV traffic survey	Annual survey	CCTV traffic survey data	From scheme opening (March 2022)

Details: Method of Collecting Baseline Information

From existing traffic survey data and collected through future CCTV monitoring.

OUTCOMES

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



EXAMPLE							
ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OC1	Jobs connected to the intervention	Baseline	0 jobs	Building is vacant	n/a	Local knowledge	Sept 2020
		Planned / Anticipated	150 jobs – 50 during construction and 100 in re-use of Shire hall	Construction jobs from contractors data. FTEs from surveying new businesses once Shire Hall reoccupied	Once after opening and once for five years after opening report	Full Business Case, pg 22	After opening
Details: Method of Collecting Baseline Information Shire Hall currently vacant. Re-use will follow scheme opening. Construction jobs can be provided once tender is let via contractor.							

COMPLETE AND REPEAT FOR ALL OUTCOMES

	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OC2	10% increase in footfall in this part of the High Street and use of space for events.	Baseline	High Street footfall currently 40,000 on a Saturday. No events currently held.	High Street footfall counters	Monthly	High Street footfall counters	Sept 2020
		Planned/ Anticipated	Footfall 10% above pre COVID19 levels (60,000 on a Saturday) 3 events per year in new space	Monthly footfall reports via BID and register of event bookings	Monthly	High Street footfall counters	Annually following opening of project.

Details: Method of Collecting Baseline Information

From footfall counters on High Street.

	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OC3	Removal of motorised vehicle movements from Tindal Square excluding service	Baseline	Average of 350 vehicles per hour in peak hours	From existing surveys	N/A	Traffic survey data	

	vehicle movements serving the High Street. Improvement to air quality	Planned/ Anticipated	Zero (excluding service vehicles accessing the High Street)	CCTV traffic survey	Annual survey	CCTV traffic survey data	From scheme opening (March 2022)
--	---	---------------------------------	---	---------------------	---------------	--------------------------	----------------------------------

Details: Method of Collecting Baseline Information

From existing traffic survey data.



SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

14. APPENDIX G - CATEGORIES OF EXEMPT INFORMATION

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

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

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

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

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