

The template

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

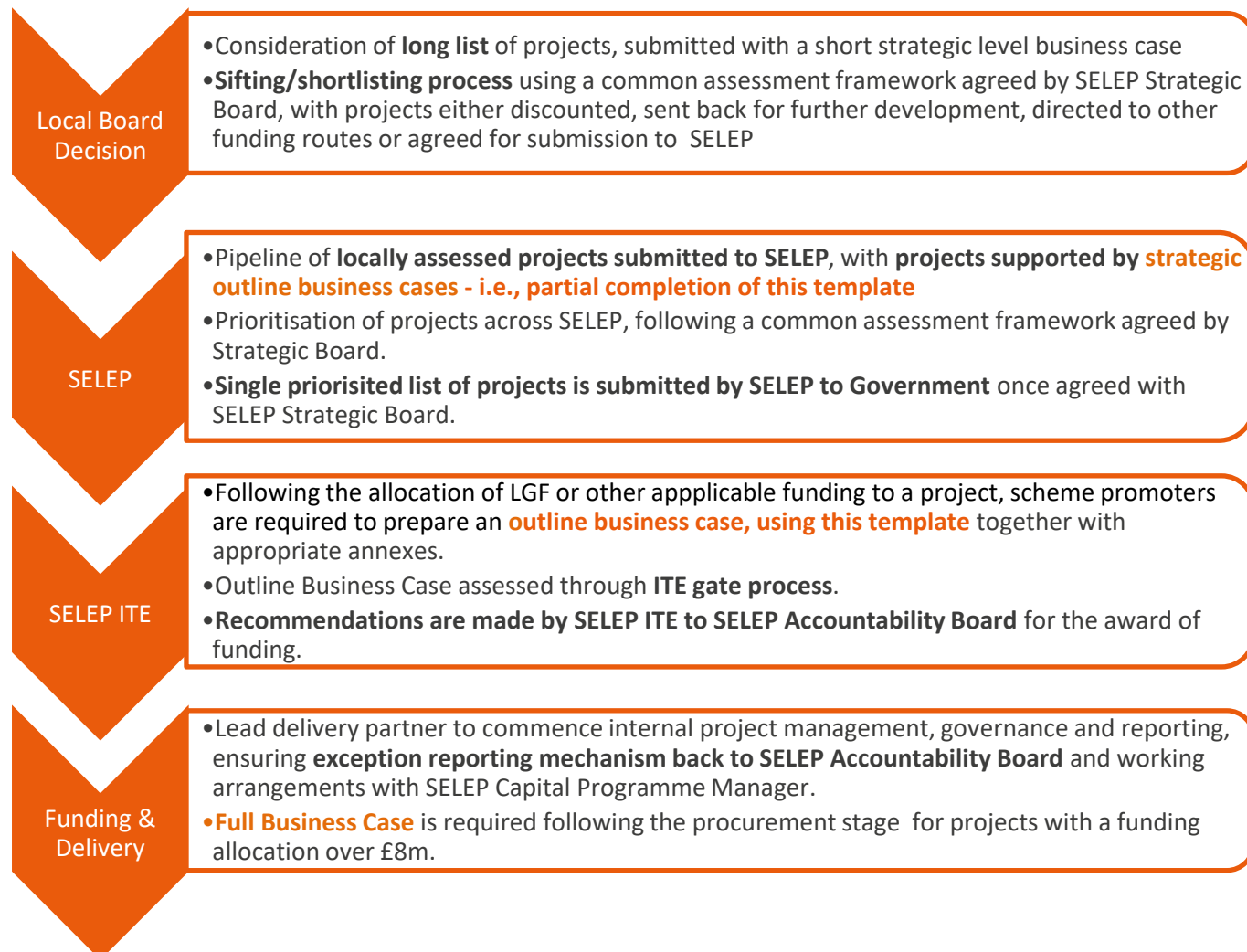
It is also designed to be applicable across all funding streams made available by Government through SELEP. It should be filled in by the scheme promoter – defined as the final beneficiary of funding. In most cases, this is the local authority; but in some cases the local authority acts as Accountable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

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

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

The standard process

This document forms the initial SELEP part of a normal project development process. The four steps in the process are defined below in simplified terms as they relate specifically to the Note – this does not



illustrate background work undertaken locally, such as evidence base development, baselining and local management of the project pool and reflects the working reality of submitting funding bids to Government. In the form that follows:

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1. PROJECT OVERVIEW

1.1. Project name:

Laindon Place, Basildon, Essex

1.2. Project type:

Mixed-use site development

1.3. Federated Board Area:

Thames Gateway South Essex

1.4. Lead County Council / Unitary Authority:

Essex County Council

1.5. Development location:

Laindon Shopping Centre Development Site, Danacre, Basildon, Essex, SS15 5TQ

1.6. Project Summary:

Funding of £790k is being sought from Get Britain Building Fund to improve the opportunities for the Laindon Place regeneration in terms of the new retail and creating an environment to support businesses opening in the new high street being developed in Laindon. The specifics of this bid is to deliver the installation of Electric Vehicle charging points, installation of shop frontages and the provision of quality public realm to support the creation of a new high street for Laindon.

The Laindon Place development is the regeneration of the old Laindon Shopping Centre. Swan owns around 1,500 homes around the old Laindon Centre and is committed to bringing about this long-awaited regeneration. Swan purchased the Laindon Shopping Centre in May 2015 seeking to redevelop the site, putting in its place a truly mixed-use development where people want to shop, work and live. In February 2017, following extensive consultation with local residents and external stakeholders, Basildon Borough Council unanimously approved our regeneration plans which will deliver a brand-new high street with shops, landscaped public realm, parking, a new Lidl supermarket, 224 new homes, and an expanded new health centre.

In addition, we will be creating a new regional office for Swan Housing in Laindon with capacity for over 100 of our staff. This is a key feature of the estate and it means that we cannot fail in the delivery and long-term maintenance of the scheme.

There were clear reasons while a significant intervention was required when Swan purchased the Laindon Shopping Centre in 2015. At this point in time there was 25% vacancy rate, which increase to 43% over the next 2-3 years as Swan engaged with the local community to develop its proposals. The place was clearly being impacted by the changing retail environment and the quality of the infrastructure, which is why the scheme that came forward had a main focus of reintroducing shops on a high street with the ability of more passing trade to add to local community shopping. This required a more efficient and well laid out public realm. The proposals also attempted some future proofing in providing passive provision for EV charging points as the policy environment was beginning to change.

In turn, with the added pressures of Covid and the downturn in the economy, retailers are putting pressures on rent levels. Therefore, the proposals in this bid are to:

- Support the new shops and thereby viability of the scheme in the longer term by funding provision of shop fronts

- Support the new shops by funds going towards a more efficient and improved public realm to encourage more passing trade than was historically evident
- Support the wider government agenda for low carbon transport infrastructure with the provision of active EV charging points, which now has a far stronger priority than was in place at the time this specific scheme was put in for planning approval.

The site is situated in the heart of Laindon, in Basildon, SS15 5TF. The main High Road runs north south through the development. This is currently a dual carriageway linking to A127 in the north and to Laindon train station (1.1 km) in the south. Other significant vehicles routes around the site include the Laindon Link which connect eastwards to Basildon Centre (4.1km). A car journey to central London from the site is approximately (50.9km/ 1hr 22 min). Laindon station can be reached on foot in 9 minutes, connecting directly to London Fenchurch Street (35 minutes) and Southend (22 minutes)

The housing element of the scheme is a mixture of houses and flats. The main site is characterised by a change in levels the High Road in the west to the existing housing estate surrounding the site in the east. Flats in Blocks A - H are set above retail at ground, excluding D, and share a central podium and courtyard space.

All blocks are proposed to be constructed in Steel Modular at Swan’s Nu Build modular factory located in Basildon, save for the new office block.

As part of the scheme the existing NHS Laindon Health Centre is proposed to be located from the south east corner of the existing site to a new site to be constructed by a third-party health facility provider, Assura on the site of the former footbridge over Laindon High Road.

Also, a land swap is being undertaken to facilitate Lidl transferring from their existing site to the west of the High Road on Manor Road into the scheme on the main site.

1.7. Delivery partners:

Partner	Nature of involvement (financial, operational etc.)
Lead Applicant – Swan Commercial Services (SCS)	Swan Commercial Services (SCS) is responsible for the delivery of the Laindon Place regeneration programme.
Basildon Borough Council	Local Authority
Homes England	Financial – Estate Regeneration Loan Funding
Homes England	Financial – Strategic Partnership Funding for the new affordable homes.

1.8. Promoting Body:

Swan Commercial Services and Essex County Council.

1.9. Senior Responsible Owner (SRO):

Dean Rosewell (Swan Commercial Services)

1.10. Total project value and funding sources:

The items we are seeking funding are included in the table below. Out of the total project value of £4.7m, GB grant funding of £790k is being sought.

Funding source	Amount (£)	Constraints, dependencies or risks and mitigation
GBF – Electric Charging Points	£70,000	Reconfirmation of local network capacity
GBF – Installation of shop fronts	£570,000	Programme risk is mitigated as works are already at podium level.
GBF – Public realm improvements to Laindon station	£150,000	Co-ordination with Local Authority
Swan Commercial Services funding for passive element of EV charging points, construction of the shops to shell & core, wider external works away from the high street (such as podium deck)	£3,925,000	Programme risk is mitigated as works are already at podium level.
Total project value	£4,715,000	

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

We have reviewed the application for £790,000 from Get Britain Building Funding with Trowers and Hamlins. Although technically State Aid rules no longer apply since the UK left the EU, there are subsidy rules within the treaties that UK have signed. However, these subsidy rules have not been established yet and therefore the advice received is to follow the principles of the previous State Aid rules until the position is clarified.

Therefore, based on previous advice from Trowers and Hamlins on other matters, this would be State Aid compliant under the old rules. It is assumed that the following exemptions apply:

- UK Temporary Framework – Covid-19 Support Scheme – 800,000 Euros = £712,000
- De minimis aid – Although £184,000 has already been applied to support the application for Modular Housing Factory, Trowers and Hamlin have advised that the allowance available is now between £325,000 and £350,000. With this being the case a further £78,000 of de minimis aid will be applied to this application, thereby bringing the level of exemptions up to £790,000.

A letter confirming the position can be provided by Trowers and Hamlins if requested by SELEP.

1.12. Exemptions:

This project does not fall under the provisions of the SELEP Assurance Framework 2017, Section 5.7.4 and 5.7.5

1.13. Key dates:

The construction of Laindon Place is well underway and the funding complements what is already being delivered and adds value to the end product. The key activities for this funding are:

- Designs for Retail Shop Fronts – Complete

- Instruct designs for the EV charging points – April 2021
- Agree scope with Basildon Council for the public realm improvements – March 2021
- Instruct design team for the public realm improvements – April 2021
- Potential planning submission for the public realm improvement works – August 2021
- Procurement of Retail Shop Fronts and EV charging points – August 2021
- Commence the works for the Retail Shop Fronts – November 2021
- Commence the works for the EV charging points – November 2021
- Planning Approval for the public realm improvement works – November 2021
- Commence the public realm improvement works – January 2022
- Completion of the public realm improvement works – February to March 2022
- Completion of the works for the Retail Shop Fronts – March 2022
- Completion of the works for the EV charging points – January 2022

1.14. Project development stage:

Project development stages completed to date			
Task	Description	Outputs achieved	Timescale
Detailed planning consent	Detailed planning consent from Basildon Council for the project	Allowed to implement design	Complete
Design for shop fronts	Design work needed for the new shop fronts	A design which can be procured and installed	Complete
Internal board approval	Board approval from Swan Housing Association's board to deliver the whole scheme	Board approval given to the project	Complete
Design for EV passive charging points	Design work for passive EV charging points in the undercroft car park	A design that can be procured and implemented	Complete
Project development stages to be completed			
Task	Description	Timescale	
Instruct design for EV active charging points	Design will need to be updated to reflect that active charging points will now be installed rather than active including a review	April 2021	
Procurement of subcontractor for EV active charging points	Sub-contractor for the installation of EV active charging points will need to be procured	August 2021	
Procurement of subcontractor for retail shop fronts	Sub-contractor for the installation of shop fronts will need to be procured	August 2021	

Planning Approval for the public realm improvement works	Planning approval is needed for the public realm works	November 2021
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1.15. Proposed completion of outputs:

Installation of Electric Vehicle Charging Points	70 active EV charging points in the undercroft car parking area and 5 in public parking areas	Completion January 2022
Public Realm Improvements	570 sqm of improvements to public realm	Completion March 2022
Installation of Shop Fronts	16 glazed shop fronts installed on retail units in Phase 1b and 2b.	Completion March 2022

2. STRATEGIC CASE

2.1. Scope / Scheme Description:

Swan purchased the Laindon Shopping Centre in May 2015, seeking to redevelop the site, putting in its place a truly mixed-use development where people want to shop, work and live. Swan chose to invest in the Laindon Shopping Centre because of the long history that Swan has in the Laindon area. When Swan was first set up as Basildon Community Housing Association in 1994, the company was based in the Laindon area and Swan currently own 1,500 homes in the local area.

Swan's Laindon Place development will see a new high street brought to Laindon with 25,000sqft of new retail space, new landscaped public realm, street parking, a new larger Lidl supermarket, 224 new homes, and an expanded new health centre. Swan are also moving their local regional office to Laindon Place from Billericay. This demonstrates Swan's own commitment to the scheme and the long-term sustainability of Laindon Place.

Swan has consulted extensively with local residents and stakeholders since purchasing the Laindon Shopping Centre and enjoy support for our proposals. This is important given the past history of the development proposals for the Laindon Shopping Centre. Prior to being owned by Swan, the Laindon Shopping Centre was owned a number of other parties who attempted to bring forward their own redevelopment proposals but were unsuccessful.

Redeveloping the Laindon Shopping Centre comes with a number of challenges. Extensive demolition work was required to bring down the existing shopping centre and prior to this, asbestos had to be removed. Furthermore, in order to bring about redevelopment extensive highway alterations are required as well as utility diversions across the site.

When complete, the Laindon Place development will become a place where people will want to both work and live. The new retail space will allow businesses to thrive and provide modern key services to local residents visiting the new shops. The new health centre will provide high quality medical care to residents and will result in an expanded patient list for the GP practice at the new health centre who can benefit from more services that can be provided in a modern building.

The scheme also delivers much needed housing across shared ownership and private tenures. The scheme also delivers a good mix of typologies with both flats and houses being built including larger family houses.

The Get Britain Building Funding will fund three elements of work. The first is the installation of 70 electric charging points for resident parking and 5 in public parking areas. The second is the improvement of public realm around the Laindon Place scheme. The third is the installation shop fronts for the new retail units on the high street at Laindon.

2.2. Logic Map

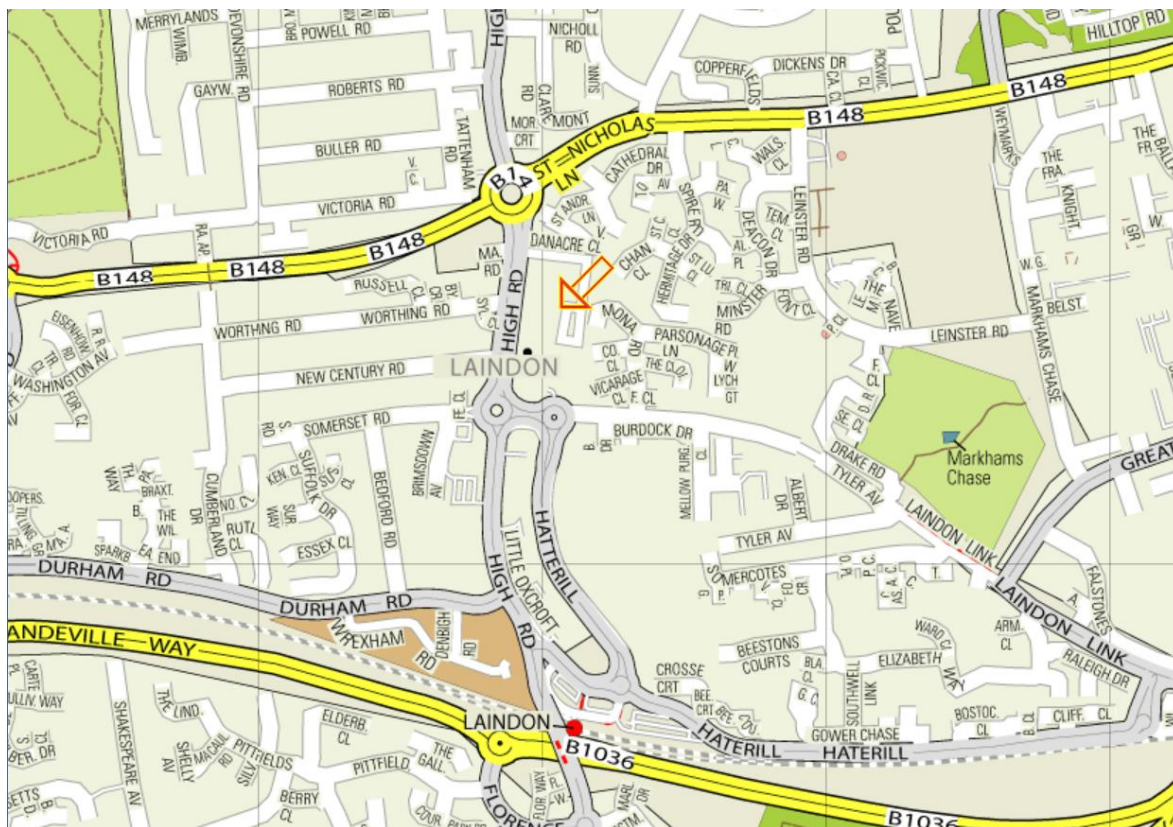
Inputs	Outputs	Outcomes	Impacts
<p>For all schemes:</p> <p>Take from section 1.10 / Financial Case</p> <p>Grant Spend £790,000</p> <p>Leveraged Funding £3,925,000:</p> <ul style="list-style-type: none"> • £34,000 for the infrastructure for the passive charging points • £2,791,000 for the construction of the retail units to shell & core • £1,100,000 for the installation of the new public realm 	<p>For all schemes:</p> <p>70 active EV charging points in the undercroft car parking area and 5 in public parking areas</p> <p>570 sqm of improvements to public realm</p> <p>16 glazed shop fronts installed on retail units in Phase 1b and 2b.</p>	<p>For schemes of £2m of funding or less:</p> <ul style="list-style-type: none"> - A minimum of 60 jobs to be created in the new retail units at Laindon - A minimum of 65 jobs to be created on the construction site -244 new homes are being delivered as part of the Laindon Place regeneration scheme. - 16 new retail units are being delivered as part of the Laindon Place regeneration scheme. - A new medical centre is being delivered as part of the Laindon Place regeneration scheme - A new Lidl supermarket is being delivered as part of the Laindon Place scheme - A new Swan office is being delivered as part of the Laindon Place scheme 	<p>For schemes of £2m of funding or less:</p> <p>-n/a</p>

2.3. Location description:

The site is situated in the heart of Laindon, in Basildon, SS15 5TF. The main High Road runs north south through the development. This is currently a dual carriageway linking to A127 in the north and to Laindon train station in the south.

On the west side of High Road is the site of the former Laindon Shopping Centre, the main site of the Laindon Place development. On the east side of High Road, at the end of Worthing Road, is the site of the new health centre. Off Laindon Link is Burdock Drive where you will find the Landmark Site, the first phase of the Laindon Place development where Swan have built 14 shared ownership houses

Other significant vehicles routes around the site include the Laindon Link which connect eastwards to Basildon Centre. A car journey to central London from the site is approximately 1hr 22 min. Laindon station can be reached on foot in 9 minutes, connecting directly to London Fenchurch Street and Southend.



2.4. Policy context:

The proposal is closely aligned and would help deliver the priorities of key national, regional and local strategies.

The **UK Industrial Strategy** aims to position the UK as the world's "most innovative economy", through a "major upgrade" of infrastructure to "harness the power of innovation to help meet the needs of an ageing society". The project will help deliver improved local community retail which not only provides local job opportunities, but provides community shopping essential to changing population needs and habits. It also includes active Electrical Charging points.

Basildon is part of the **SEP's A127 Strategic Corridor**, which is a vital artery to the economic competitiveness of the sub-region and indeed to the economy of the County of Essex and beyond. Along this corridor the A13 links the key port infrastructure of Tilbury and London Gateway with London and the wider strategic road network, while the A127 corridor connects the capital to the manufacturing hub of Basildon, and to Rochford, Southend, London Southend Airport and surrounding employment areas. Basildon has the largest concentration of employment in Essex and one of the largest concentrations of advanced manufacturing businesses in the South of England, including in the area of low carbon and renewables. There are ambitious plans to redevelop the town centre and railway station in this competitive centre for growth and innovation.

The regeneration of Laindon Place will drive growth in line with the vision set out in the **Thames Estuary Commission**. The new Thames Estuary Envoy, Kate Willard, was appointed in October 2019, and will act as the Chair of the Thames Estuary Growth Board which will receive £1 million of government funding to drive economic growth plans in the area. Despite its many assets the Commission report notes that the estuary has "consistently been unable to deliver the same levels of economic growth as other parts of the UK."¹ To address this, the Commission puts forward a set of measures to strengthen traditional economic sectors such as construction. Additionally, this project directly aligns with the Objective: Delivering Places including homes and balanced jobs.

Laindon Place is closely aligned with the ambitions of the **Opportunity South Essex Growth Strategy**. The Strategy will drive growth through key development opportunities in South Essex. One of the opportunities is the regeneration of the old shopping centre which delivers new housing as well as a new local retail offer.

In particular, Laindon Place supports the following ambitions:

Priority 3: Quality of Place - Creating places and spaces that improve lives and secure investment
" Examine the unique characteristics of our town centres, consolidate their existing strengths and develop a refreshed offer that meets new demands, delivers significant housing expansion and supports local employment growth "

Priority 5: Housing – Stimulating and reshaping our housing market

“Promoting housing growth by creating new development models; unlocking stalled sites; tackling financial barriers; investing in infrastructure and easing the development process.

The project will link with the **Association of South Essex Local Authorities (ASELA)** and support its vision of improving the delivery of new homes, with a strong sense of place and community. There is a recognised need for, and commitment to strategic and tactical interventions that would significantly increase housing delivery rates.

Laindon Place is closely aligned with **Basildon Council's corporate ambition to be a place that encourages business to grow and residents to succeed** by: creating high aspirations, supported by access to training and skill development, reducing unemployment; and supporting the growth plans of local businesses.

¹ <https://www.gov.uk/government/publications/thames-estuary-2050-growth-commission-report>

These objectives will be furthered by **Basildon's Local Plan (2014 – 2034)** which aims to maintain the borough's **status as a sub-regional economic hub**. This will be achieved by providing enough land in suitable locations with the supporting infrastructure to accommodate businesses needs including:

- Strengthening the both big and small, and supporting the diversification of the Borough's employment sector mix.
- Maintaining and enhancing business support programmes.
- Ensuring access to education and training at all level.
- To support residents into local jobs and move towards full employment.
- To deliver a thriving and mixed economy offering local jobs for local people.
- To ensure that the skills needs of business are met across a range of sectors, offering opportunities for all levels of qualifications and delivering skills support to deliver career progression and retain skilled workforce.

2.5. Need for intervention:

The retail shop fronts were not to be provided as part of the scheme as it was uneconomical for Swan to provide these. Ensuring a long-lasting placemaking strategy for the Laindon Place scheme has been an ambition of Swan's since the start of the design process. There is strong evidence available that shows that having a uniform shop frontage adds value and ensures the sustainability of the retail units and in the end creates a better environment. A uniform shop front for all of the retail units that links into the wider design will eventually make Laindon Place a more attractive place to visit once complete. In the current climate where many retailers are struggling to stay afloat amidst Covid-19 and challenges from online retailers, the installation of the shop fronts makes it easier to attract retailers and does reduce their upfront costs when moving into a new shop and fitting it out.

Active EV charging points were not planned to be part of the scheme. At the time when the planning application was submitted, there were no planning requirements for this and the demand for electric vehicles was uncertain. However, a number of passive charging points were to be located around the scheme. As part of their Draft Local Plan released in 2018, Basildon Council have introduced Policy T10 – Electric Vehicle Charging Infrastructure. This new policy states that on residential developments where offplot or communal parking is provided, 50% of all new parking spaces should have active charging points. By using the Get Britain Building Funding to install active charging points, we are able to bring the Laindon Place development up to date with latest planning guidance on electric vehicle charging points and we will be able to create a more sustainable development.

A successful Laindon Place development will be measured by how it affects and benefits the wider Laindon areas. The public realm improvements are proposed to make Laindon Place a more attractive place to live, work and visit. Basildon Council's policy on the Laindon Town Centre in their Draft Local Plan is to ensure that enhances to the environmental quality of the town centre will be made through landscaping and improvements to the public realm. Improvements to the public realm should encourage local residents to walk to visit the new shops rather than use their cars, as they had done to visit the Laindon Shopping Centre previously due to the harsh environment that existed previously.

2.6 Sources of funding:

All reasonable private sector funding options have been exhausted and no other public funding streams are available for or fit the type of scheme that is being proposed.

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

If there was no Get Building Funding available, the scheme at Laindon Place would still be able to developed out. However, the end product would not achieve in full its potential benefits to the local community if public funding was not available.

Without the public funding, the retail units at Laindon Place would be let to tenants in a 'shell and core' finish with the retail tenants expected to fit their own shop fronts. If tenants are expected to fit their own shop fronts, this may increase up front costs to businesses who might then reconsider whether they wish to take their place in the Laindon Place scheme. This is increasingly important in this stressed market where commercial occupiers are already under great strain due to wider market challenges and Covid 19. This funding will help to support small business to establish themselves and bring further prosperity to the area.

This would particularly impact smaller businesses who we hope to attract to the scheme. Less retailers being interested in the Laindon Place scheme would result in potentially lower quality tenants and a poorer service being provided to local residents. Investing in the public realm would help in the placemaking of the scheme so that Swan can achieve its vision of Laindon Place being a place to live, work and visit.

Should there be no Get Building Funding on the scheme, Swan would continue with the plan to install the infrastructure necessary for 40 charging points across the scheme. The intention on this would be that the active charging points could be installed at a later date if this was felt necessary. However, this would require residents to pay for this, most likely, through service charges. Not installing these charging points now may increase the costs in the long term. The funding will not only ensure the charging points are delivered, it will accelerate the installation.

From an environmental perspective, not installing these active EV charging points now would be a missed opportunity to assist in delivering a more sustainable scheme and help to reduce air pollution in the area if there are more electric cars owned by people who live at the Laindon Place scheme at the end because there are charging facilities on site.

The Get Building Funding would enable us to accelerate the delivery of charging points and assist in meeting both local and national government green agendas and assist in the ambition that the government has set of moving away from petrol and diesel cars by 2030.

2.7. Objectives of intervention:

	Problems / opportunities identified in Need for Intervention section		
	Improving the placemaking of Laindon Place	Ensuring a sustainable regeneration project	Benefitting local residents across Laindon
Objective 1: Growth of jobs and diversification	✓	✓	✓
Objective 2: Green Recovery	✓	✓✓✓	✓✓
Objective 3: Modernising town and city centres	✓✓✓	✓✓	✓✓
Objective 4: Physical Infrastructure to improve local economy	0	✓✓	✓
Objective 5: Developing an innovation ecosystem	0	0	0

2.8. Constraints:

Swan have been working closely with Highways and Planning departments to ensure that where required on the public realm improvements, there will be agreements with Essex Highways to work on adopted land. Swan have worked very well with Essex Highways on the project so far and have been consulted throughout. Swan also have a very good relationship with the regeneration and planning teams at Basildon who are in full support of Swan’s plans including the work on the public realm and wider highways. Basildon Council’s policy on the Laindon Town Centre in their Draft Local Plan is to ensure that enhances to the environmental quality of the town centre will be made through landscaping and improvements to the public realm.

2.9. Scheme dependencies:

Although this scheme is not dependent on another project for its benefits to be realised, there are scheme dependencies as outlined below:

- Employing consultants to prepare design elements – design consultants are already appointed as part of the wider scheme
- Employing sub-contractors to carry out these works – procurement methodology already in place for subcontractor orders, and some of the subcontractors applicable to these specific works are already appointed (for example the groundworkers)
- Ensuring that the local electric network has enough capacity to ensure that active charging points can be installed – Swan has already delivered (via UKPN) two new electrical substations as part of the wider project

- Getting planning approval for the public realm changes – once design complete conditions on public will need to be cleared as part of the existing planning permission.
- Ensuring that works continue to progress on site so that these works identified here can be carried out on time – Swan have a site based project team managing all the works that are underway

2.10. Expected benefits:

This project is expected to bring the following economic benefits to South Essex:

- A minimum of 60 jobs to be created in the new retail units at Laindon
- A minimum of 65 jobs to be created on the construction site
- 244 new homes are being delivered as part of the Laindon Place regeneration scheme.
- 16 new retail units are being delivered as part of the Laindon Place regeneration scheme.
- A new medical centre is being delivered as part of the Laindon Place regeneration scheme
- A new Lidl supermarket is being delivered as part of the Laindon Place scheme
- A new Swan office is being delivered as part of the Laindon Place scheme

2.11. Key risks:

Description of Risk	Impact of Risk	Likelihood of occurrence	Impact	Risk Rating	Risk Mitigation
Insufficient funds being available to carry out the proposed works	Project would not be able to proceed	2	5	10	No or severely reduced GBF funding will result in the scheme not proceeding
Build cost inflation	Increase the overall cost of the project.	2	4	8	Ensuring price certainty with sub-contractors as soon as possible and use a robust
Delayed works on site	Any delays on site might mean the subcontractor for the EV charging points and shop fronts starts their work late	2	4	8	Ensure that site works are monitored and progress recorded to ensure that works are in line with project programme



Site shutdown	If the site was to shut down due to a Covid outbreak or wider government changes, this would delays work on site and ultimately could lead to the works not being able to take place.	1	4	4	Ensure that the site management team are enforcing Covid safe measures on site
Statutory and other approvals not forthcoming OR all being in place as and when works are required to commence	Not allowing the works to be carried out.	1	5	5	Early conversations with Basildon planning and building control departments during detailed scheme design to ascertain if any planning permissions are required and any pre-app feedback to be addressed.

3. ECONOMIC CASE

The economic case determines whether the scheme demonstrates value for money. It presents evidence of the expected impact of the scheme on the economy as well as its environmental, social and spatial impacts.

In addition to this application form, promoters will need to provide a supporting Appraisal Summary Table (AST). This should provide:

- a calculation of Benefit-Cost Ratio (BCR) according to the DCLG Appraisal Guidance, with clearly identified, justified and sensitivity-tested assumptions and costs
- inclusion of optimism bias and contingency linked to a quantified risk assessment
- inclusion of deadweight, leakages, displacement and multipliers

Smaller schemes (less than £2 million) are not required to provide a supporting AST, and do not have to calculate a BCR.

3.1. Options assessment:

Options assessment:

The key rationale behind the review of the options available is that Swan Commercial Services (SCS) is a wholly owned subsidiary of Swan Housing Association. Swan HA is a not-for-profit charity and any surplus (profits) from SCS are reinvested into the delivery of new affordable homes. Therefore, SCS operates on a commercial basis and has to deliver projects that are economically viable. On this basis the main options are outlined below.

Short list of options:

Option 1 - Do nothing approach

Swan would not install active EV charging points and instead would install the infrastructure only for 40 charging points to be installed at a later date and costs would need to come from residents on this. This would therefore not support the changing government agenda or add to the low carbon transport infrastructure in this part of Basildon. Swan would also not install the shop fronts and these would be the responsibilities of the incoming tenants. This may impact upon Swan's ability to attract high quality retailers to the scheme and possibly the income that Swan receives for these units. In turn, in a challenging economic climate and ongoing implications from Covid retailers will need to fund their own shop frontages. Not investing in the public realm would make effect Swan's vision of creating a place people want to work, live and visit and risks replicating the issues that existed with the previous Laindon Shopping Centre.

Option 2 - Do less

Swan could review the amounts that are granted by SELEP however this would have a much lower impact on the scheme and not achieve the aims that have previously been set out in terms of achieving a more sustainable regeneration project. It would still result in not adding to the low carbon transport infrastructure and there would be a risk of not benefitting local residents and improving the placemaking of the Laindon Place scheme once complete.

Option 3 - Full GBF proposal

In this instance, Swan would install the shop fronts of the retail units, install the active charging points and make improvements to the public realm. By installing a uniform shop frontage, this would add value and ensures the sustainability of the retail units and in the end creates a better retail environment. A uniform shop front for all of the retail units that links into the wider project design will eventually make Laindon Place a more attractive place to visit once complete.

In the current climate where many retailers are struggling to stay afloat amidst Covid-19 and challenges from online retailers, the installation of the shop fronts also makes it easier to attract retailers and does reduce their upfront costs when moving into a new shop and fitting it out.

By using the Get Britain Building Funding to install active charging points, we are able to bring the Laindon Place development up to date with new planning guidance issued by Basildon Council on electric vehicle charging points and we will be able to add to the local low carbon transport infrastructure to this part of Basildon.

3.2. Preferred option:

The preferred option is Option 3. This assists in achieving a more sustainable regeneration project, benefitting local residents and improving the placemaking of the Laindon Place scheme once complete. It would make the Laindon Place scheme a place that people want to work, live and visit.

3.3. Assessment approach:

For the scale of the funding application the assessment is based on the options outlined in 3.1 above and in the logic map provided.

3.4. Economic appraisal assumptions:

Scheme is less than £2 million so this is not required.

3.5. Costs:

	21/22 £000	22/23 £000		Total
Funding source - GBF				
Shop fronts	£570			£570k
EV charging points	£70			£70k
Public realm improvements	£150			£150k
Total funding requirement	£790			£790k

Funding source – Swan costs	Costs
Installation of the new public realm	£1,100,000
Construction of the retail units	£2,791,000
Infrastructure for the passive EV charging points	£34,000

Total	£3,925,000

3.6. Benefits:

The key benefits are outlined below:

- 570 Sq M of public realm provided. This would make it more likely that people living around Laindon would choose to walk and cycle in the area and when visiting the new high street thereby benefitting the environment and the viability of the local retail.
- 70 electric charging points for resident parking and 5 in public parking areas. This would likely make the new homes more saleable and drive a demand for more electric cars from residents.
- 16 glazed shopfronts across both phases. This will reduce the costs on the future tenants and make the retail units more attractive to let. From a placemaking element, having a uniform retail shop front strategy will lead to a more pleasant environment on completion
- Increase demand for the new homes at Laindon Place – Homes would be more attractive to buyers if they have the option of having an active EV charging point for their cars
- Improve placemaking – Installation of a uniform shop front strategy would lead to a more pleasant environment on completion and help make Laindon Place a more desirable place to live, work and visit.
- Increase demand for the new shop units – This will reduce the costs on the future tenants and make the retail units more attractive to let particularly to smaller independent businesses who rely on lower upfront costs.
- Deliver a more sustainable scheme – Installation of active EV charging points will make the scheme more sustainable and likely assist in reducing air pollution in the local area.

3.7. Local impact:

The Laindon Place scheme is a sustainable regeneration project that will benefit residents of Laindon for years to come. As detailed above, residents of Laindon suffered for a number of years as the previous Laindon Shopping Centre fell into disrepair. When built in the 1960s the Laindon Shopping Centre was deemed a modern shopping environment that would thrive with a mix of retail serving the needs of the community. As the retail market changed and the condition of the shopping centre began to worsen, shops closed and the number of vacant shops increased dramatically.

Previously, there has been a good mix of retail uses however prior to Swan Commercial Services purchasing the shopping centre the retail offering was low quality. However, the regeneration will deliver new retail units as part of well-designed modern high street with a mix of retailers suited to the current retail market. These retail units will sit alongside a new Lidl supermarket and a new health centre which will drive footfall. The new medical centre will allow more services to be provided to residents in the community and will be of a higher quality than the existing health centre.

New shop fronts will help to deliver a high-quality environment adding to the placemaking strategy that has been thought through since design started with the consultation team. Having the shop fronts already installed will help attract more businesses to the benefit of local residents. The EV charging points will also allow future residents of the Laindon Place scheme to have the choice of whether to have electric cars or not. Having more electric cars in the area would help to reduce air pollution in the area increasing the air quality for local residents.

3.8. Economic appraisal results:

This scheme is less than £2 million so this section is not required.

Value for Money

Swan is a publicly-funded not-for-profit business accountable to its residents and funders, and the social housing regulator. All of its schemes are reviewed to ensure that regulations in relation to Governance and Financial viability are met as well as being Value for Money.

Swan has a Value for Money Strategy. In this strategy, Swan definition of Value for Money is that Swan has '(1) a Corporate Strategy which clearly articulates our strategic objectives, (2) sets out our strategy for delivering homes that meet a range of needs and (3) a framework of other strategies, plans, policies, processes and procedures that ensure that optimal benefit is derived from resources and assets such that (4) our strategic objectives are delivered in an economic, efficient and effective way.'

Swan has a Value for Money Framework to help the wider business objectives as per the image below.



4. COMMERCIAL CASE

4.1. Procurement options:

It is proposed that Swan's procurement strategy will follow its established OJEU compliant procurement process.

Swan is an experienced housing / mixed use regeneration developer and contractor, having been operating in this sector for some 25+ years, within which the internal provision of professional services (particularly including project management) and the procurement of external services and contractors, is a fundamental part of its day to day business.

It is also a contractor in its own right, having established NU living in 2014, one of the first housing associations, to establish its own contracting arm, since which time the company has been directly involved in developing a range of challenging projects

Because of the above considerations, Swan will use the principles embodied in Swan Commercial Services procurement processes, established commercial procedures and the company's financial regulations.

Although alternative procurement processes would be possible, the advantages of adopting a well tried and tested process, which complies with public procurement procedures, and is designed to allow local suppliers to bid and the most compliant / cost effective tenders to be selected, seems to be the most economic and efficient way of proceeding.

4.2. Preferred procurement and contracting strategy:

Swan will propose to continue using its standard tender process.

The Tender Process - In summary, the DPS tender selection process provides for "Lotting" - where subcontractors / consultants / suppliers can register their willingness to be part of the tender process providing compliance with the DPS capability matrix has been achieved.

Where possible Swan will give an opportunity to local businesses to be part of this process and provide quotations as part of the competitive tendering process - and materials / services for the new factory, will be procured in the same way and in line with their new corporate strategy with regards to sustainable sourcing.

Swan are currently undertaking a review of their approved sub-contractor register to identify which locally based contractors are on the list. The aim will be to identify, for each sub-contract/supplier, at least one company local to the immediate area / surrounding area so that for each subcontract package, they can ensure that at least one local company is given the opportunity to price the works.

Swan will also work with Basildon Council's procurement team to ensure that they are identifying all potential local suppliers for these sub-contracts/purchase orders.

Where there are no local companies already on their approved contractor list (for a sub-contract), they will proactively seek new contractors to come onto the framework, subject of course to satisfactorily completing the relevant PQQ and complying with financial regulations.

Once quotations are received these will be input into the tender analysis which will be compiled and signed off through the DPS and commercial procedures process in line with Swan financial regulations and in accordance with its established financial authorisation limits.

Once full authorisation for placement of an order is given, the commercial procedures will be followed and copies of signed orders and collateral warranty's (where applicable) will go through the sign and seal process. Orders are placed using Swan's standard form of contract, standard form of appointment and purchase order (as applicable).

4.3. Procurement experience:

As set out above, Swan have considerable experience in the tendering process (as part of their day to day business as an affordable housing supplier and developer) and subsequently procuring selected contractors, suppliers and providers of services, raw materials and component parts. They are also very experienced project managers, running all of their development projects with a directly employed workforce.

In undertaking the tender and supply process, they have a dedicated procurement team with the experience of procuring a range of other housing, mixed use and broader regeneration projects.

4.4. Competition issues:

Swan will adopt the procedures set out in Section 4.2 above. As explained, the DPS tender selection process provides for "Lotting" - where subcontractors / consultants / suppliers can register their willingness to be part of the tender process providing compliance with the DPS capability matrix has been achieved.

Where possible Swan will give an opportunity to local businesses to be part of this process and provide quotations as part of the competitive tendering process - in line with their new corporate strategy with regards to sustainable sourcing. With the latest review of their procedures, Swan are looking to ensure that for each sub-contract/supplier, there is at least one company local to the immediate area / surrounding area included - so that for each subcontract package, they can ensure that at least one local company is given the opportunity to price the materials / services required.

4.5. Human resources issues:

Swan do not foresee any recruitment issues for this element of the Laindon Place scheme as procurement will select subcontractors that have the resources to complete the proposed works.

4.6. Risks and mitigation:

The key risks which the project is likely to face, are set out in the Table below, together with the mitigation factors that will need to be addressed, in order to offset or overcome these risks. The likelihood of the risk being encountered and the impact, in the event that it is, have also been assessed and are set out below.

Risk	Likelihood*	Impact*	Mitigation
Insufficient funds being available to carry out the proposed works	2	5	No or severely reduced GBF funding will mean the end product would not achieve in full its potential benefits to the local community
Increase in the scope and / or costs of the works as scheme develops	2	3	Detailed planning permission in place and majority of relevant works are procured. Minor variations can be accommodated as non-material amendments

Build cost inflation prior to letting subcontracts, including effects of disruption from Covid-19 and Brexit on supply-chains and costs of labour	3	4	Swan will monitor and review the costs as the procurement takes place for the subcontractor packages.
Statutory and other approvals not forthcoming OR all being in place as and when works are required to commence	1	5	Early conversations with Essex Highways are already ongoing with Technical approval for the current proposals nearly in place.

4.7. Maximising social value:

Swan Group is a not for profit organisation. Every penny made through its commercial activities is reinvested in providing affordable homes for people who need them, allocated in the case of social housing by its local authority partners in Essex and East London, and in providing services to its residents including ensuring they are able to influence its services and co-design regeneration activities, providing life changing employment and training opportunities and supporting residents to access the support they need to maintain their tenancy. To March 31 2019, Swan had generated over £69m of profit from its commercial activities which has been reinvested in regeneration projects, providing services for residents, community development and engagement activities. For example:

In the financial year to March 2020 they completed over 700 new homes including almost 250 affordable homes which have been allocated by their Borough Partners in line with their local housing need. By operating with a social purpose Swan are able to take a longer term view and enter into long term strategic partnerships to enable large scale regeneration to take place, supporting regeneration at a scale that “for profit” developers would not take on, delivering much needed community infrastructure as well as new homes. This enables them to deliver large scale projects like Blackwall Reach in Tower Hamlets, Purfleet-on-Thames and Better Queensway in Southend.

This year they continued to make progress on their community consultation on large scale regenerations including Better Queensway in Southend where they will be submitting a planning application in September 2020 for a large scale regeneration which will create circa 1700 homes, including 500 plus affordable homes and deliver significant social value investment including two new public parks, a new central concierge to manage the new estate, spaces for entrepreneurs to grow their businesses, sustainable drainage, electric charge charging and 190 new trees, and transform the centre of Southend-on-Sea for the benefit of the wider community.

They also use the income from their commercial activities to support the people and communities in which they work, delivering important social value outcomes. In the first year of their new three strategy “Count Me In - Involvement and Communities” their Resident Involvement and RICD team has worked with 2,846 people to 31 March 2020 including:

- Supported 366 people through 31 employment, skills and training projects and initiatives. 29 people have gone on to secure paid employment whilst 66 went on to undertake further learning and development opportunities
- Delivered over 41 Community Development Projects aimed across topics such as health and wellbeing and building community cohesion.
- Worked with over 2,310 individuals who have benefitted from the projects that they have delivered including 1,884 in Community Development and Regeneration activity, 60 through the Winter Warmer campaign and 366 through their employment and training initiatives.

They have also been able to continue investing in their welfare benefits support team, who this year contacted 2,953 households and visited 634 residents to provide support. 231 residents who are eligible were supported to apply for Discretionary Housing Payments (DHPs) to cover their rent shortfall. The team also assisted residents to claim over £980,000 of various benefits to sustain their tenancies and improve their finances.

5. FINANCIAL CASE

5.1. Total project value and funding sources:

Funding source	Amount (£)	Constraints, dependencies or risks and mitigation
GBF – Electric Charging Points	£70,000	Reconfirmation of local network capacity
GBF – Installation of shop fronts	£570,000	Programme risk is mitigated as works are already at podium level.
GBF – Public realm improvements to Laindon station	£150,000	Co-ordination with Local Authority
Swan Commercial Services funding for passive element of EV charging points, construction of the shops to shell & core, wider external works away from the high street (such as podium deck)	£3,925,000	Programme risk is mitigated as works are already at podium level.
Total project value	£4,715,000	

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

This SELEP funding request is for the Get Building Funding for £790,000

5.3. Costs by type:

Cost type	Expenditure Forecast				
	20/21 £000	21/22 £000	22/23 £000	23/24 £000	Etc.
Capital – Value of the Construction works for the installation of the shop fronts and EV charging points and the improvements to the public realm.		£790			
Total funding requirement		£790			
Inflation (%)					

5.4. Quantitative risk assessment (QRA):

Costs in the table below have been reviewed and provided by SCS Commercial Team. Works are being and will continue to be, procured as per section 4 which highlights the tendering process that is undertaken. This creates a clearer output on costs. However, the costs still include a typical 5% contingency allowance.

Item	Amount (£)
Electric Charging Points: Infrastructure for EV charging points (passive element) Active electrical vehicle charging points	£34,000£70,000
Construction of retail units to shell & core	£2,650,000
Installation of shop fronts: Curtain walling and doors & prelims for installation	£544,400
Public realm improvements	£1,187,500
Contingency	£229,100
Total project value	£4,715,000

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

Funding source	Amount (£)	Constraints, dependencies or risks and mitigation
GBF – Electric Charging Points	£70,000	Reconfirmation of local network capacity
GBF – Installation of shop fronts	£570,000	Programme risk is mitigated as works are already at podium level.
GBF – Public realm improvements to Laindon station	£150,000	Co-ordination with Local Authority
Swan Commercial Services funding for passive element of EV charging points, construction of the shops to shell & core, wider external works away from the high street (such as podium deck)	£3,925,000	Programme risk is mitigated as works are already at podium level.
Total project value	£4,715,000	

5.6. Funding commitment:

This will be referred to the Section 151 Officer after submission of the application.

5.7. Risk and constraints:

Risk	Likelihood*	Impact*	Mitigation
Insufficient funds being available to carry out the proposed works	2	5	No or severely reduced GBF funding will mean the end product would not achieve in full its potential benefits to the local community

Build cost inflation	2	4	Ensuring price certainty with sub-contractors as soon as possible and use a robust procurement process and sub-contractor appointment.
Delayed works on site	2	4	Ensure that site works are monitored and progress recorded to ensure that works are in line with project programme
Site shutdown	1	5	If the site was to shut down due to a Covid outbreak or wider government changes, this would delays work on site and ultimately could lead to the works not being able to take place.
Statutory and other approvals not forthcoming OR all being in place as and when works are required to commence	1	5	Early conversations with Basildon planning and building control departments during detailed scheme design to ascertain if any planning permissions are required and any pre-app feedback to be addressed.

6. MANAGEMENT CASE

6.1. Governance:

The Senior Responsible Officer is Dean Rosewell, Managing Director of Nu Living. David Watson, Operations Director, will be responsible for the delivery of the works through the Construction Management team, and Luke Riley, Project Director, will be responsible for the monitoring of this work and administration of the funding, through the Development team.

The Design and Technical Team will procure the design work from our consultant team. The Commercial Team will procure the sub-contract works through the comprehensive tender process detailed above. The Construction Team will project manage the day to day running of the construction works managing the sub-contractors that are appointed to carry out the works on site.

The Laindon Place project has regular monthly team meetings, chaired by a member of the Development Team, where progress is reviewed with the assistance of a monthly report and contract spend and programme is monitored. Decisions are taken amongst the project team or where necessary recommendations are passed onto senior management. These meetings will take place until the project reaches completion. Cashflows are also provided monthly by the Commercial Team.

The project is also reviewed by members of the Senior Management Team at a monthly Project Review Board. Again, this is accompanied by a monthly report produced by both the Construction and Development teams.

The project team maintain a detailed risk register which is reviewed regularly throughout the project until practical completion. The risk register pulls together risks on finance, construction activities, design elements, cost, stakeholder management and legal that the project is likely to encounter. The risk register details each risk and include actions that are required to ensure that the risk is minimised and how risks can be mitigated should they be realised.

6.2. Approvals and escalation procedures:

Approval to amend the specification of the project to include the installation of the active EV charging points, the retail shop fronts and improvements to the public realm will follow Swan's regular stringent change process.

The project team will fill out a change order form outlining the nature of the change and the impact upon their section of the team. Once agreed amongst the project team, this would be sent to the Project Director and Heads of Service in the Construction Team for their approval.

Given the figures involved and in accordance with Swan's financial regulations, the change to the build contract for the project would mean a report would need to go to Swan's Executive Team for approval.

6.3. Contract management:

Swan will draw on the previous experience of managing complex Construction projects to ensure that the outputs are delivered. Swan will also need to work closely with external consultants to prepare the design and work closely with procured subcontractors to deliver this project. Swan's previous experience as a direct developer and contractor will add real value to this component of the project.

As detailed above, Swan has a robust procurement system in terms of appointing sub-contractors and designers and this will be used to ensure competent suppliers are appointed and that best value is achieved in line with Swan's commercial procedures and financial regulations. Swan's standard form of contract, appointment and collateral warranties (where needed) will be agreed and signed by Swan and supplier once it has been authorised.

6.4. Key stakeholders:

Swan has engaged extensively with key stakeholders since purchasing the Laindon Shopping Centre in 2015. This was shown to have been a success when Swan submitted their detailed planning application to Basildon Council. This was given unanimous support by the planning committee with a high level of support from local residents who had numerous chances to shape the proposals through our public engagement strategy.

Local residents continue to support the scheme and Swan's team continue to meet monthly with a group of local residents who provide feedback on Swan's approach and work on site.

Swan also meets regularly with members of Basildon Council, primarily through the Town Centre Working Group and the Town Centre Working Group Laindon sub-committee. Updates are provided to members on how progress is going on site and other key information.

Swan are also working in partnership with Lidl, Assura, NHS England, Basildon and Brentwood CCG, NHS Property Services and previous owners of shops in the Laindon Shopping Centre, who are located in temporary facilities, and have good and productive relationships with all parties.

As set out above, Homes England are also very supportive of the scheme and Swan are the recipient of Strategic Partnership Funding and Estate Regeneration Funding on the scheme.

The benefit of the proactive stakeholder engagement carried out by Swan is that we continue to have local support in the scheme and most importantly the local community await a new local high street for their local shopping and access to local services. [do we have a link to latest newsletter or such like?]

6.5. Equality Impact:

An Equalities Impact Assessment (EqIA) will be produced for submission to SELEP, evaluating the proposal against the three main terms of the Public Sector Equality Duty. This must be illustrated on an evidential basis. Should there be any adverse impacts identified on groups with protected characteristics, the process requires mitigations to be put in place. These will be set out in an Equalities and Diversity Plan, identifying the measures that will be put in place.

6.6. Risk management strategy:

Swan have set out our risk management strategy in Appendix C. The project team maintain a detailed risk register which is reviewed regularly throughout the project until practical completion. The risk register pulls together risks on finance, construction activities, design elements, cost, stakeholder management and legal that the project is likely to encounter. The risk register details each risk and include actions that are required to ensure that the risk is minimised and how risks can be mitigated should they be realised.

6.7. Work programme:

See appendix D.

6.8. Previous project experience:

Swan is an experienced housing / mixed use regeneration developer and contractor, having been operating in this sector for some 25+ years, within which the internal provision of professional services (particularly including project management) and the procurement of external services and contractors, is a fundamental part of its day to day business.

Swan have considerable experience in the tendering process and subsequently procuring selected contractors, suppliers and providers of services. They are also very experienced project managers.

Swan have completed several projects in Tower Hamlets, Redbridge, Barking and Dagenham, Havering and Basildon

6.9. Monitoring and evaluation:

The Monitoring and Evaluation report and the Baseline report are currently under consideration, and will be drafted and completed before the project is considered by SELEP in detail

This will reflect the Logic Map, which has been initially prepared, and is included below.

6.91 Logic Map

Objectives	Inputs	Outputs	Outcomes	Impacts
<p>Improving the placemaking of Laindon Place</p> <p>Ensuring a sustainable regeneration project</p> <p>Ensure that local residents across Laindon benefit from the</p>	<p>For all schemes:</p> <p>Take from section 1.10 / Financial Case</p> <p>Grant Spend £790,000</p> <p>Leveraged Funding £3,925,000</p> <p>£34,000 for the infrastructure for the passive charging points</p> <p>£2,791,000 for the construction of the retail units</p> <p>£1,100,000 for the installation of the new public realm</p>	<p>For all schemes:</p> <p>70 active EV charging points in the undercroft car parking area and 5 in public parking areas</p> <p>570sqm of improvements to public realm</p> <p>16 glazed shop fronts installed on retail units in Phase 1b and 2b.E</p>	<p>For schemes of £2m of funding or less:</p> <ul style="list-style-type: none"> - A minimum of 60 jobs to be created in the new retail units at Laindon - A minimum of 65 jobs to be created on the construction site -244 new homes are being delivered as part of the Laindon Place regeneration scheme. - 16 new retail units are being delivered as part of the Laindon Place regeneration scheme. - A new medical centre is being delivered as part of the Laindon Place regeneration scheme - A new Lidl supermarket is being delivered as part of the Laindon Place scheme - A new Swan office is being delivered as part of the Laindon Place scheme 	<p>For schemes of £2m of funding or less:</p> <p>-n/a</p>



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7. DECLARATIONS

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

*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.

Signature of applicant	
Print full name	Luke Riley
Designation	Project Director

8. APPENDIX A – ECONOMIC APPRAISAL ASSUMPTIONS

Appraisal Assumptions	Details
Guidance followed	N/A
QRA and Risk allowance	QRA done and risk allowance included (see Financial Case)
Real Growth	All costs and benefits in constant 2020/21 prices.
Discounting	N/A
Sensitivity Tests	N/A
Additionality	N/A
Administrative costs of regulation	Not assessed
Appraisal period	N/A
Distributional weights	Not assessed
Employment	Included in Economic Case
External impacts of development	Not assessed
GDP	N/A
House price index	N/A
Indirect taxation correction factor	N/A
Inflation	Costs and benefits are 2020/21 prices; costs based on quotes and capital expenditure is not anticipated to be subject to inflation given the short period of expenditure
Land value uplift	N/A
Learning rates	N/A
Optimism bias	Not Assessed
Planning applications	Planning approval in place, relevant conditions to be discharged.
Present value year	2020/21
Private sector cost of capital	N/A – not-for-profit organisation
Rebound effects	Not assessed
Regulatory transition costs	Not assessed

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
Insufficient funds being available to carry out the proposed works	Project would not be able to proceed	Swan	Swan	2	5	10	No or severely reduced GBF funding will result in the scheme not proceeding	
Build cost inflation	Increase the overall cost of the project.	Swan	Swan	2	4	8	Ensuring price certainty with sub-contractors as soon as possible and use a robust procurement process and sub-contractor appointment.	
Delayed works on site	Any delays on site might mean the subcontractor for the EV charging	Swan	Swan	2	4	8	Ensure that site works are monitored and progress recorded to ensure that	

	points and shop fronts starts their work late						works are in line with project programme	
Site shutdown	If the site was to shut down due to a Covid outbreak or wider government changes, this would delays work on site and ultimately could lead to the works not being able to take place.	Swan	Swan	1	4	4	Ensure that the site management team are enforcing Covid safe measures on site	
Statutory and other approvals not forthcoming OR all being in place as and when works are required to commence	Not allowing the works to be carried out.	Swan	Swan	1	5	5	Early conversations with Basildon planning and building control departments during detailed scheme design to ascertain if any planning permissions are	

							required and any pre-app feedback to be addressed.	
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* Likelihood of occurrence scale: Very Low (1) more than 1 chance in 1000; Low (2) more than 1 chance in 100; Medium (3) more than 1 chance in 50; High (4) more than 1 chance in 25; Very High (5) more than 1 chance in 10.

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

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

11. APPENDIX D – GANTT CHART

Tasks	Start date	Finish date	2021										2022		
			Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Design for EV active charging points	April 2021	July 2021		█	█	█	█								
Procurement of subcontractor for EV active charging points	August 2021	September 2021						█	█						
Procurement of subcontractor for retail shop fronts	August 2021	September 2021						█	█						
Installation of Shop Fronts	October 2021	March 2022								█	█	█	█	█	█
Planning Approval for the public realm improvement works	November 2021	November 2021									█				
Installation of Electric Vehicle	November 2021	January 2022									█	█	█		

Charging Points															
Public Realm Improvements	January 2022	March 2022													

