

Part 1: Project Summary Document

Towns should complete this for each project.

Summary Document table
1. Project name: Digital Working Hub
2. Heads of Terms project conditions <ul style="list-style-type: none"> – Actions taken to address any conditions attached to the project in the Heads of Terms, where applicable. – Where the condition was to provide a delivery plan please input in the section below (no.9) and/or attach to this document.
No conditions were attached for this scheme.
3. Business case appraisal Provide details of how the business case has been appraised including: <ul style="list-style-type: none"> – business case type – any internal or external assurances
<p>Proportionality testing concluded that this business case must be prepared at the <u>medium to high</u> level of detail and granularity. Whilst the projects Gross Development Value is low at £900k Town Deal contribution within a c. £5m overall project, the digital working hub is relatively novel/innovative with reliance on 5G and other technologies which are relatively immature, and the partnership arrangements and governance methods to manage and operate this scheme will also be new, rather than established.</p> <p>This business case has been prepared in conjunction with the process to finalise the appointment of the managing operator for the new facility, and the first steps towards the delivery of the core grow-on scheme. Much of this document builds on and reflects the already-approved South East Local Enterprise Partnership (SE LEP) Local Growth Fund (LGF) business case; finalised autumn 2020, approved spring 2021. All consents including full planning, and the remaining parts of the funding package required (aside from Towns Fund – subject to this business case) are all in place, agreed and documented.</p> <p>Therefore this business case and this project is considered relatively low risk. AIXR Ltd have now been appointed to develop and manage the new Digital Working Hub and Grow-on facility. They are nationally indeed globally significant in virtual and augmented reality, have strong support and backing, and will give the new centre some real Unique Selling Propositions and distinctiveness.</p> <p>Coupled with the emerging Town Deal project on 5G which is slanted towards virtual reality tourism, the confirmed 5G infrastructure that will be going into this building, the link to use of VR/AR (virtual and Augmented Reality) in developing Care Tech products which we are actively pursuing locally within our wider economic strategy for the Borough; together we now have the opportunity to do something really interesting at 43 Queen Street, maximising this scheme's delivery against the skills infrastructure and enterprise infrastructure intervention themes of Town Deal, and bringing strong additionality to other Town Deal projects, and other recent public sector investment in Colchester for example the Innovation Centre at the University of Essex, and the adjacent 37 Queen Street Business Centre.</p> <p>A range of internal and external assurances have been obtained, through a robust five step approach to business case appraisal.</p>

1. Project Manager/Lead appraisal. The Business Case has been **appraised by Project Managers/Leads** from the Accountable Body (Colchester Borough Council) and delivery partner (Essex County Council). Throughout the process, Section 151 Officer has had 'on demand' access to the business case, so that changes and improvements could be made in an iterative manner.

2. Independent check and challenge. It has also been subject to **independent third party drafting and review**, including tailored comments and a '**flying review**' having regard for other Colchester Town Deal project business cases to ensure dependencies and synergies were identified.

3. Political challenge. The Business Case has in turn been **reviewed and ratified by the Accountable Body's internal and political governance forums.**

4. Section 151 Officer approval. The Business Case has, with the above check and challenge in mind, been **reviewed and ratified by the Accountable Body's Section 151 Officer.**

5. Independent Board ratification. The business case has been **ratified by the independent We Are Colchester Board.**

4. MHCLG capital (CDEL) 5% payment

With most of the work to prepare this business case already underway through the SE LEP-funded scheme, no draw-down of the £910k initial DLUHC payment has been requested for this scheme, and the work to prepare business case has been completed entirely within existing resources (officer time: CBC programme lead and Amphora project manager working together).

This should be considered in the context of an already approved, and already technically evaluated full business case to which this project forms an annexe. So the key priority has been to hold back the full £900k town deal allocation until needed for the main (delivery) phase of this scheme, to cover the costheadings outlined in the financial case.

5. Quantified benefit-cost ratio/value for money (e.g. Benefit Cost Ratio or Net Present Social Value)

A quantified benefit-cost ratio should be provided. If it has not been generated, a summary of evidence used by the S151 Officer to demonstrate value for money should be stated.

To recap, the 'core' grow-on scheme to which the Digital Working hub is attached demonstrated an adjusted BCR of 2.31:1 when independently assessed and evaluated. This specific (new) business case within the Town Deal is assessed as having **an adjusted BCR of 1.97:1** (acceptable Value for Money, and close to good VfM) in its own right.

6. Deliverability

Will this project still be delivered within the Towns Fund timeframe? (Y/N)

Yes. The 'core' grow-on scheme (which has to be delivered in tandem with the Digital Working Hub) is running approximately 12 months behind the original timeline estimates. This is due to the implications of extensive archaeology being required and further complications through demolition of existing structures being linked with an adjacent, delayed development scheme. However, the completion and delivery of outcomes for the entire scheme including the Digital Working Hub is well within the spend timeline needed for Town Deal, with construction completion estimated at December 2023 (originally July 2022). The Digital Working Hub will open, and benefits realisation will commence shortly thereafter.

The recent appointment of a managing operator partner brings greater certainty to the next stages in the project, and removes a key project risk.

7. Delivery plan

Including details of:

- timescales and key milestones
- partnerships
- interdependencies
- risks and mitigation measures (if not provided above).

The key parameters of the scheme (summarised below from the business case, with location of main content noted for each) are as follows:

7a.1) High-level timeline: (see 5.7.1. & 5.7.2. within this business case).

The project timeline has two elements which are inter-related and integrated in the overall project plan contained in full at 5.7.1. **The first of these elements** is the already-approved Grow-on scheme which is now fully in its final delivery (build) phase:

Grow-on scheme: (SE LEP funded) timeline

Activity	Dates
Initial feasibility work (Grow-on scheme).	2017-2018.
Strategic Outline Business Case submitted to LEP.	2018-2019 including resubmission.
Outline Business case submitted to LEP.	2020. (Mar)
Full Business case submitted to LEP.	2020. (Oct)
Full Business approval; £3.77m award from LEP and partner match funding of £0.9m PWLB agreed (CBC).	2021 (Feb).
Full planning permission	2021 (Mar).
Detailed design, preparatory on-site works for construction phase; studies, surveys, archaeology, demolition, appointment of managing agent.	2021 (Summer-Autumn) to 2022 (Oct).
On site construction starts.	2022 (Nov)
Construction ends, hand-over to managing operator. Tenants take up business space in new centre.	2023 (Dec)
Benefits evaluated.	2024 (Jan) onwards

Integrated with the above timeline, **the second element** is the project plan timeline for the preparation and delivery of the **Digital Working Hub (DWH)** itself; the subject of this business case, as follows.

Digital working hub: (Town Deal funded) timeline

Activity	Dates
Prepared as a concept and included within Town Investment Plan (Colchester Town Deal Programme).	2020 (Oct)
Managing Operator scoping workshop.	2021 (Apr)
Project development work to refine and develop scope.	2021 (May-Nov)

Tender process to identify partner organisation to finalise development of the scheme, and manage the building in its operational phase.	2021 (Sep-Nov)
Develop technical (IT) specification for DWH.	2021 (Dec)
Prepare project plan for launch of DWH.	2022 (Jan-Mar)
Prepare management agreement between CBC and operator.	2022 (Jan-Apr)
Initial on-site publicity for DWH (during construction phase).	2022 (Mar)
Formal management agreement entered and public launch of partnership.	2022 (May-June)
Set-up & promotion of DWH (during construction phase).	2023 (throughout)
Start-up of centre and business as usual.	2024 (Jan) onwards

7a.2) Financial deliverability: (see financial case within this business case).

The project is felt to carry a low financial risk to the authority with all the co-funding to the wider (grow-on scheme) project now being secure, and only the Towns Fund contribution being needed to deliver the Digital Working Hub in full.

The key financial dimensions for the digital working hub included within the business case are the funding sources table and the spend profile, as follows:

REVENUE , by Financial Yr:	21-22	22-23	23-24	24-25	25-26	Totals
Subsidy of Management and scheme overheads years 1-3 of operation.	Nil	Nil	£46,000	£71,000	£20,050	£137,050
Subsidy to allocate 5x visitor car parking spaces at Priory Street car park.	Nil	Nil	£7,000	£7,210	£7,426	£21,636
Professional Fees.	£20,000	£16,453	Nil	Nil	Nil	£36,453
This scheme's contribution to core TD Programme Overheads.	£2,751	£4,334	£4,377	£4,414	£4,451	£20,328
Revenue subtotals	£22,751	£20,787	£57,377	£82,624	£31,927	£215,466

CAPITAL , by Financial Yr:	21-22	22-23	23-24	24-25	25-26	Totals
Contribution to shell and core works for Digital Working Hub.	Nil	£219,534	Nil	Nil	Nil	£219,534

Contribution: match funding to “VR/AR lab and studio set-up”.	Nil	£200,000	Nil	Nil	Nil	£200,000
Contribution: match funding to creation of café facilities including technology.	Nil	£100,000	Nil	Nil	Nil	£100,000
Contribution to set-up of 5G infrastructure and other ICT requirements.	Nil	£165,000	Nil	Nil	Nil	£165,000
Capital subtotals	Nil	£684,533	Nil	Nil	Nil	£684,534

Total scheme costs (combined revenue & capex):

Overall scheme totals	£22,751	£705,320	£57,377	£82,624	£31,927	£900,000
Financial Years:	21-22	22-23	23-24	24-25	25-26	Totals

Funding sources: specifically for the Digital Working Hub*:

Year, Value	'20-'21	'21-'22	'22-'23	'23-'24	'24-'25	'25-'26	Total
Towns Fund*	Nil	£0.022751m	£0.705320m	£0.057377m	£0.082624m	£0.031927m	£0.9m
Total Funding	Nil	£0.022751m	£0.705320m	£0.057377m	£0.082624m	£0.031927m	£0.9m

- breakdown of the sources of funding to the Grow-on scheme are provided in the financial case

7a.3) outputs: (see economic case within this business case).

The outputs prescribed in our original Town Investment Plan have been met or exceeded in the final version of this business case, taken across the grow-on and Digital Working Hub combined. The latter has created a further 8 NET FTE jobs through the operation of the hub, plus an additional 2 NET FTE jobs through the creation of new posts for the day-do-day running and operation of the centre; these are over and above the job levels projected in the original SE LEP business case.

A detailed and robust monitoring & evaluation plan and benefits realisation plan are included in full in this business case. These and their associated Key Performance Indicators will form a key component of the new management agreement between CBC and the managing operator for the new centre.

7b) Partnerships: (see 1.12.1 within this business case)

The key stakeholders for this aside from Colchester Borough Council are:

- Colchester Amphora Trading Ltd – Development partner leading design and construction of the building.
- AIXR – Appointed (26th November 2021) - Managing Operator for the Digital Hub and Grow-On Workspace.
- Creative Colchester Board – Local partnership bringing together creative business and arts organisation leaders alongside Higher Education and Local Authority representatives who work on developing a strategic vision to grow Colchester's creative, cultural and digital economy.

Furthermore, a wider range of organisations will be crucial to maximising the outputs and outcomes of this scheme, and its ability to play a leading role in and become a core component of Colchester's existing and emerging innovation & enterprise and tech sector infrastructure, notably:

- Mercury Theatre: crucial for the 'access point' for young people described elsewhere in the business case, maximising the opportunities and the role this centre can play in the arts industries locally.
- Oxford Innovation (Innovation Centre at the University of Essex): strong links to this existing, established and complementing centre which includes a virtual reality studio (Studio X). Whilst this is primarily focussed on undergraduates, there are links and the digital working hub managing operator recognises, and will develop these.
- Colchester Business Enterprise Agency (Colbea): Colbea runs two successful local business incubation hubs and opportunities will be identified to onboard relevant businesses to the new centre at 43 Queen Street.
- Space Studios: operators of the existing 37 Queen Street business centre which is adjacent to the new 43 Queen Street facility. As the Grow-on Scheme was originally positioned as boosting the jobs and businesses outputs of 37 Queen Street Business Centre through developing 'churn', this will be an important aspect for the new managing operator of 43QS to focus on. Therefore they will build a positive relationship between the two adjacent and complementing facilities, together nurturing the 'cluster' for the creative and tech sectors as part of the economic renaissance of the Queen Street / St Botolph's Quarter.

These partners and the wider community have been, and continue to be fully engaged and consulted in the scheme throughout the life of this project through to final delivery.

7c) Interdependencies:

The key interdependency for this project (Digital Working Hub) is the 'core' grow-on scheme which underpins and enables it. The relationship between these two parallel elements is described in detail throughout this business case. This project remains on a trajectory well within the spend window for Town Deal projects. All key assurances (planning, wider funding package, council commitment) have been in place since Feb/March 2021 so, along with the managing operator now being confirmed as at November 2021, there are no remaining risks/dependencies which would prevent or delay this project from proceeding. However we are actively managing the risks identified in the risk register, notably for the construction phase now in progress.

- Transformed Youth Facilities: The Digital Working Hub can, should and will provide an 'access point' for young people (see 1.2 in this business case). The digital working hub project can highlight opportunities and raise aspirations for young people in Colchester for example local opportunities for apprenticeships, work tasters, careers, and jobs in the creative and digital sectors of the economy.
- In particular the strong appeal of digital; and in particular augmented and virtual reality, which this centre will specialise in is appealing to young people. In this context should be

noted the nationally and globally significant levels of innovation and intellectual property that will be developed within the digital working hub once in operation.

- **5G:** There is a clear cross-dependency as we have committed to the new 43 Queen Street / grow-on facility and Digital Working Hub being the first actual physical deployment of 5G infrastructure / delivery within Colchester Town Centre. Budget has been set aside within this (Digital Working Hub) project to assist towards the cost of this capital infrastructure investment and planning of the technical requirements for the building is in progress.
- **Digital skills:** whilst the main thrust of the new Digital Skills Hub / Wilson Marriage Centre is on working age adults developing digital skills needed to enter or remain in employment (rather than high-end digital jobs), there is some synergy between the two, and the working hub could inspire and serve as an exemplar i.e. showcasing the types of jobs and careers that can result from enhanced IT skills, and the types of industry that require talented people with strong IT skillsets.

7d) Risks and risk mitigation measures: (see 5.6.3 within this business case for the full risk register) – summary of key risks with residual scores in range 0-15 are provided here:

Summary of risk	Mitigation
Final construction cost exceeds budget available (8/15).	1) Clear briefing to architect including budget parameters. 2) Ongoing cost modelling and cost analysis to provide certainty of associated scheme costs such as demolition, archaeology and construction, so that business case and cost plan are refreshed and kept realistic throughout programme to final completion. 3) Value engineering. 4) Generous contingencies in budget.
Risk that scheme cannot be completed within Towns Fund spend window (8/15).	1) Construction end (Dec 2023) allows a significant margin for further time over-runs. 2) Thorough engagement and regular communication with all parties throughout the process. 3) Timeliness requirements built into construction phase tenders and contracts.
Officer & staff capacity & skillset to deliver project (5/15).	1) Project is baked into the current roles and responsibilities of two key staff at CBC and CATL (delivery partner). 2) This includes those personnel who originally prepared the scheme and business case (2017-2021). 3) The managing agent has made allowance for 2x FTE new positions to operate this scheme and the new building.

8. Town Deal Board Chair name & signature

Name of the Town Deal Board: We are Colchester

Chair's name and signature: Simon Blaxill

Date: 24/03/2022

9. By signing, I agree that:

1. The business case, in a proportionate manner, is Green Book compliant.
2. The 5% early capital (CDEL) has been included in the Town Fund project costs across the programme.
3. This project and expenditure represent value for money, including the 5% early capital (CDEL) provided.
4. Project-level Equality Impact Assessments such as Public Sector Equalities Duty and/or Environmental Impact Assessments have been undertaken.
5. For final submission - programme-level Public Sector Equality Duty assessment has been undertaken by the accountable body.

Name of the lead Local Authority and signature of the Chief Executive Officer or S151 Officer

Name of the lead Local Authority: Colchester Borough Council

Job title: Section 151 Officer

Name and signature: Paul Cook

Date: 24th March 2022

Part 2: Town Investment Plan (TIP) conditions

Towns are **only** required to submit this with the **first batch** of Summary Document if any TIP conditions are listed in the Heads of Terms. All TIP conditions must be met **before funding can be released**.

TIP conditions table: Digital Working Hub
1. TIP improvement condition Set out TIP improvement conditions as agreed in Heads of Terms
None
2. Evidence Provide evidence of how conditions have been addressed
N/A
3. Name of the Town Deal Board Chair & signature
Name of the Town Deal Board: We Are Colchester Chair's name and signature: Simon Blaxill <div>Date: 24/03/2022</div>
4. Lead Local Authority's name & signature of the Chief Executive Officer or S151 Officer.
Name of the lead Local Authority: Colchester Borough Council Job title: Section 151 Officer Name and signature: Paul Cook <div>Date: 24/03/2022</div>

Part 1: Project Summary Document

Towns should complete this for each project.

Summary Document table
10. Project name: Transforming Youth Facilities in Colchester
11. Heads of Terms project conditions <ul style="list-style-type: none">– Actions taken to address any conditions attached to the project in the Heads of Terms, where applicable.– Where the condition was to provide a delivery plan please input in the section below (no.9) and/or attach to this document.
<p>Consultation Plan for engaging young people. A plan has been developed and will be updated throughout the life of the project. The Engagement Plan which formed part of our Town Investment Plan submission in October 2020 has also been updated to reflect confirmed projects and will evolve further to ensure that specific activities optimise general awareness of We Are Colchester and stimulate meaningful, innovative engagement at project level to help ensure positive outputs and outcomes.</p> <p>Plans for the sustainable funding of the facility. This project was based on two separate but complementary elements, the refurbishment of the existing Townhouse Youth Centre, and development of a new additional facility. Due to reduction in funding limit for the project from £2.42M to £1.32M, all projects in the programme were tested for viability and deliverability by and for our Town Deal Board. With the focus now exclusively on improving existing rather than newly constructed facilities, this obviates the need for plans regarding sustainable funding as the project now focuses on Essex County Council owned and managed sites.</p> <p>Essex County Council as the statutory body will ensure that the facilities and services for young people will continue to be managed by ECC Youth Service, who will fund the staff that manage the centres and all future maintenance and cleaning requirements necessary. In order to maximise the opportunities that the Town Deal has given these youth projects, ECC will also pursue additional funding like the Youth Investment Fund which will help expand and compliment the work that will be delivered through the Town Deal.</p> <p>Quantified outputs and outcomes.</p> <p>Outputs:</p> <ul style="list-style-type: none">• 100 young people supported into employment or receiving accredited training.• 250 young people taking part in group work / life skills sessions.• 150 people completed accredited training courses.• 25 organisations/youth groups using the centre to deliver their services, including Social Care, young people's health services, 1:1 tutoring for young people unable to attend mainstream education. Anticipate 250 people receiving 1:1 support (e.g., mental health support).• 500 young people regularly attending session across all three youth centres <p>Outcomes:</p> <ul style="list-style-type: none">• Increased skills levels for young people within Colchester and surrounding areas.• Increased access and opportunities for young people to support their wellbeing.• Prospect for greater engagement and social mixing of young people within Colchester and surrounding communities• Increased variety of services and opportunities available to young people• Increased footfall to the Townhouse (and therefore town centre). <p>In this newly combined project, we will look to work across several different partners, including the Essex Local Delivery Pilot (LDP), Essex Youth Services and the voluntary sector.</p>
12. Business case appraisal <p>Provide details of how the business case has been appraised including:</p> <ul style="list-style-type: none">– business case type– any internal or external assurances

The business case for Transformed Youth Facilities is ‘**standard track**’ as opposed to ‘fast track’, meaning that it is being submitted to a March 2022 deadline rather than an accelerated timetable. In turn, funding is expected to be drawn down in accordance with the financial profile provided in June 2021.

Proportionality has been applied, drawing on Towns Fund best practice guidance, together with a Project Owner/Lead assessment of general requirements along with a considered specific view of each of the 5 Cases making up the whole Business Case (Strategic, Economic, Financial, Commercial and Management Cases).

This concluded that there was merit in producing **a more detailed Business Case**.

Colchester has several youth centres in good, accessible locations. Notably, the Townhouse.

Lack of any significant investment over many years has led to a situation where the existing facilities no longer fully meet the needs of service users and consequently are not used to their full capacity.

This in turn excludes many younger people from being able to access the activities and support they want – which then reduces the opportunities to improve mental and physical health, as well as chances to develop employability skills.

Updating buildings is not the only solution to the problem, but it is the catalyst for all other relevant indicators – increased number of service users, range and richness of support available, quantitative and qualitative impact on mental and physical wellbeing, improved and sustainable social connections, a sense of purpose in life, and meaningful work experience or employment.

After talking and listening to young people, it was very easy to see what improvements could positively influence the level and frequency of interest in the facilities. We were told safety and variety of activities under one roof were important, as well as job-hunting, apprenticeship opportunities and independent living support.

From this feedback, it was relatively easy to build up a costed ‘wish list’ of the ‘must haves’ and ‘could haves’ considered by service users to be most important to them. We were pleased to find that the available budget enabled us to deliver all the features considered most important.

A range of internal and external assurances have been obtained, through a robust five step approach to business case appraisal.

1.Project Manager/Lead appraisal. The Business Case has been **appraised by Project Managers/Leads** from the Accountable Body (Colchester Borough Council) and delivery partner (Essex County Council). Throughout the process, Section 151 Officer has had ‘on demand’ access to the business case, so that changes and improvements could be made in an iterative manner.

2.Independent check and challenge. It has also been subject to **independent third party drafting and review**, including tailored comments and a ‘**flying review**’ having regard for other Colchester Town Deal project business cases to ensure dependencies and synergies were identified.

3.Political challenge. The Business Case has in turn been **reviewed and ratified by the Accountable Body’s internal and political governance forums**.

4.Section 151 Officer approval. The Business Case has, with the above check and challenge in mind, been **reviewed and ratified by the Accountable Body’s Section 151 Officer**.

5.Independent Board ratification. The business case has been **ratified by the independent We Are Colchester Board**.

13. MHCLG capital (CDEL) 5% payment

Not applicable.

14. Quantified benefit-cost ratio/value for money (e.g., Benefit Cost Ratio or Net Present Social Value)

A quantified benefit-cost ratio should be provided. If it has not been generated, a summary of evidence used by the S151 Officer to demonstrate value for money should be stated.

The Transformed Youth Facilities business case demonstrates **good value for money** with an adjusted **Benefit Cost Ratio of 2.67**.

The appraisal period for this project has been set at 15 years to consider the natural lifespan of the facilities and technology that will be procured and installed.

Appraisal Summary Table: Transforming Youth Facilities		Value	Explanation / Notes
A	Value of monetised benefits under preferred option	£4,697,742	Undiscounted
B	Present value of monetised benefits under preferred option	£3,520,259	Discounted to 2022/23 values
C	Present Value Costs (marginal cost impact of preferred option)	£1,320,000	The total cost of the scheme, including £1,320,000 of Towns Fund money
D	Present Value of marginal cost impact of preferred option	£1,320,000	Assuming the development phase is completed in 2022/2023
E	Net Present Value of preferred option vs do nothing option (reference case)	£2,200,259	(B-C + D).
F	Initial Benefit: Cost Ratio (BCR)	0:00	(B/C) Zero as no land value benefit has been assumed.
G	Adjusted BCR	2.67 allowing for 3.5% optimism bias 10% contingency to allow increase in costs.	BCR ≥ 2 = High value for money Based on DLUHC Appraisal Guide 2016.
H	Scheme delivers significant non-monetised impacts	<ul style="list-style-type: none"> • Access for children and young people to high quality equipment and resources within key communities • Better quality facilities will encourage more young people to use the youth centres • Increased footfall through the youth centres • Increased access to educational and participative activities, leading to improved skills development and the ability to secure meaningful employment • Reduction in anti-social behaviour due to better facilities for young people • Increased opportunity for young people to access skilled youth professionals who will be able to give them support and advice • Improved physical health and wellbeing (e.g., due to bouldering facility and sports hall facilities) • Improved mental health through listening, performing and producing music • Healthy eating and lifestyle due to improved teaching kitchen and sports hall facilities 	

		<ul style="list-style-type: none"> • Teaching young people how to cook on a budget will lead to improvements in the wider determinants of health • Increased volunteering opportunities for young people and the catalytic effect of such opportunities • Increased opportunity to deliver more holiday activity and food projects with young people who are on free school meals or are from working families on low incomes • Young people having access to managed risk through use of new bouldering facilities • Number of young people in employability and personal development / life skills sessions: young people achieving maths and English qualifications to enable them to access employment through our employability traineeship "Plan B" • Number of people receiving accredited training (youth work, safeguarding, mental health and wellbeing etc) • Improved mental health and wellbeing of young people due to them being able to access improved sports facilities and music, drama and dance • Increased capacity for our holiday activity and food project for young people receiving free school meals and young people from working families due to the modern teaching kitchen • More young carers and young people leaving care able to access cooking on a budget sessions • More young people able to access safe, fun, engaging and participative activities, due to the improved facilities 	
I	VFM	Good Value for Money	DLUHC appraisal category
J	Switching values and rationale for VfM category	Good Value for Money	
K	DLUHC Financial Cost (£m)	£1,320,000 in 2022/23	From Towns Fund
L	Risks	Increased cost of materials.	See risk sections in strategic case and management case.

15. Deliverability

Will this project still be delivered within the Towns Fund timeframe? (Y/N)

Yes.

16. Delivery plan

Including details of:

- timescales and key milestones
- partnerships
- interdependencies
- risks and mitigation measures (if not provided above).

A detailed programme of works setting out the principal stages and workstreams will be developed with the preferred contractors, once appointed.

It is anticipated that the project can be realistically **delivered well within an 18-month timeframe** once the contractors have been appointed to undertake the work on all three sites.

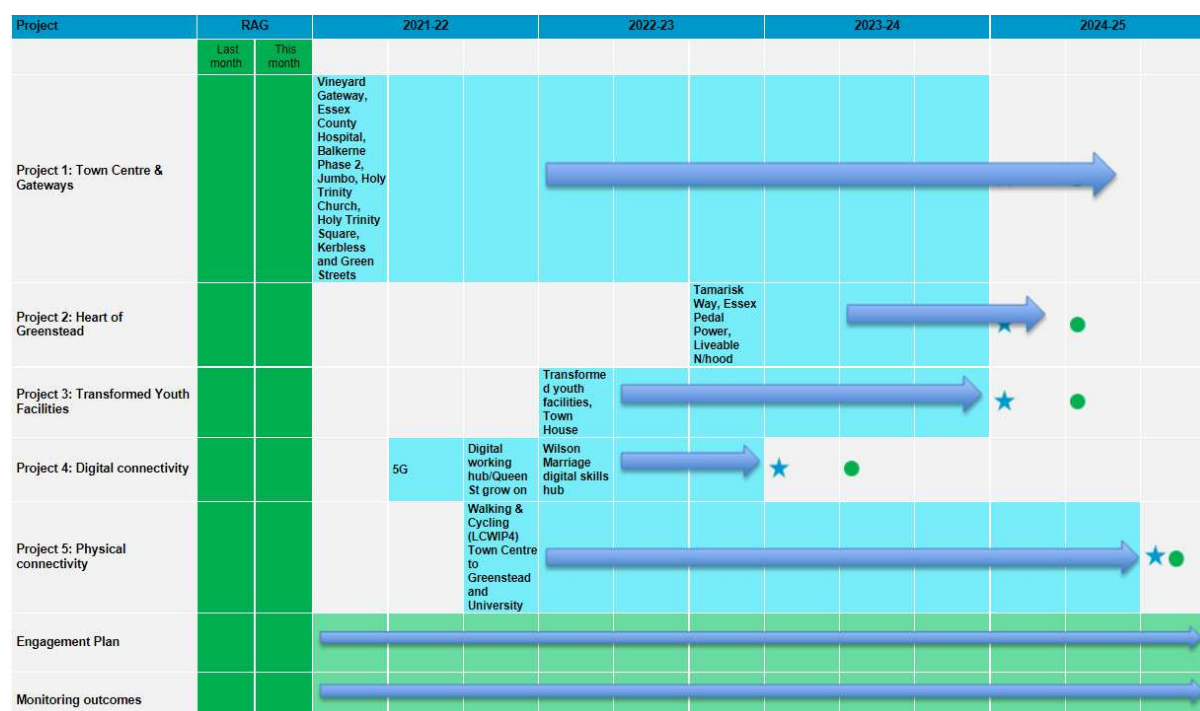
Depending on the successful contractor, their preferred delivery approach and extent of resources at their disposal, this will either be done concurrently or one youth centre after the other, which will have an impact on the overall timescales of project delivery.

Ultimately the project will be guided by the assumptions expertise of the chosen contractor and these factors will feature heavily in the procurement advertising, shortlisting and selection decision process.

A further significant consideration is that of any necessary planning application and approvals processes that must be undertaken in order to deliver the project features specified.

Additionally, key project reviews will need to be built into the timeframe as part of the overall project assurance process as well as the identification of any decision-based milestones required by ECC and/or CBC governance channels.

A high-level overview of timescale and key milestones for Transformed Youth Facilities, in the wider context of Colchester's Town Deal Programme of work, can be found below:



The capital element of this project will be delivered between 2022/23 and 2023/24, with revenue expenditure spread across 2021/22 to 2025/26.

The project will be delivered in accordance with Financial Profile information submitted.

Project	RDEL/ CDEL	20/21 (£)	21/22 (£)	22/23 (£)	23/24 (£)	24/25 (£)	25/26 (£)	Total (£)
---------	---------------	--------------	-----------	-----------	-----------	--------------	--------------	-----------

Transforming Youth Facilities	RDEL	0	25,773	20,055	64,500	21,243	22,158	153,729
	CDEL	0	0	297,134	839,324	0	0	1,136,458
	Total	-	25,773	317,189	903,824	21,243	22,158	1,290,187

The revenue allowance for this project includes specific project management costs. Any unspent monies will be released to projects.

Partnerships

The project is led by Essex County Council, supported by the Accountable Body, Colchester Borough Council. The project lead has identified and is actively engaging with a range of stakeholder groups and individuals.

Stakeholder	Interest	Engagement
Essex Youth Service	Redevelopment of Youth Service Centre	Head of Youth Service is part of the project group or youth service lead
Building Leaseholders	Refurbishments to owned Centre	Regular briefing meetings updating them on the approach and progress
Service Users including Community Group Partners	Redevelopment and improvements to centers facilities and provisions	Regular public announcements updating on the approach and progress
ECC Cabinet Members	Cabinet Members for Education, Communities, Economic Development, Children & Families	Regular briefing meetings updating them on the approach and progress
Neighbours & Wider Community	Increased provisions, social action and interactions	Regular public announcements updating on the approach and progress
Colchester Borough Council	Leading on the Towns deal project	Assisting with engagement process, two-way approach.
Children & Young People	Building users, social action and opportunities for engagement	Young people engaged at all levels throughout process through both digital and Face to face methods.
ECC departments – including Finance, Legal, Property Services, Procurement, Comms & Marketing, Localities	Supporting the development of the business case and development of the project.	Engaged throughout process to assist with making sure the project is value for money and all internal and external processes are followed.
Youth Offending Service	Key users of the buildings moving forward	Identifying the needs of the young people they work with and engaging them in the consultation process.
Social Care	Key users of the buildings	identifying the needs of the young people they work with and engaging them in the consultation process
Schools, Children and Families	Commissioners of the Youth Service. Supporting the “Future Ready” COVID-19 recovery programme, which includes provision for young people who are struggling to return to education due to multiple school closures and experiencing issues with their emotional health and wellbeing.	Discussions around increased opportunities for young people

Police, Fire and Crime Commissioners Office	Commissioning the delivery of Goodman and Sisters in Strength programmes, which are mentoring programmes supporting young people who are displaying behaviours linked to perpetrator, victim or witnesses of domestic abuse or unhealthy relationships	Making them aware of project and the possibilities it could bring to enhance future partnerships
Adult Community Learning	Commissioning the Plan B traineeship	Making them aware of project and the possibilities it could bring to enhance future partnerships
Local schools and Colleges / other further education providers (e.g., Colchester Institute)	This is the best way to access the most important stakeholder, children and young people,	Through digital consultation and possible focus groups
Essex Council for Voluntary Youth Services (ECVYS)	Umbrella body for voluntary youth services in Essex	Acting as a conduit between the youth service and voluntary sector to assist with engagement.

Interdependencies

There are identified interdependencies with other Town Deal projects – Town Centre/Gateways, Wilson Marriage Digital Skills Hub, 5G and Heart of Greenstead.

It is simpler to optimise project dependencies than to operate in silos. Transformed Youth Facilities provide an opportunity for young people to access services and support which improve life chances. This in turn creates an opportunity for structured linkages to adult community learning and in turn other Town Deal projects which support the local economy including Jumbo. Further, the importance of 5G and walking and cycling links between Town Centre, Greenstead and University to young people cannot be overstated.

Risks and Mitigations

Outputs and outcomes may not be achieved – meaning the modal shift to using improved facilities is not realised and Town Deal funding is withheld. Budget overspend is also a risk, which in turn jeopardises future Town Deal funding. Further, ineffective engagement with young people could lead to low use of improved facilities and consequent negative PR. Should match funding not be available this would also affect the features which can be delivered. Political pressure also cannot be ignored and may lead to a lack of focus on objectives.

These risks are mitigated by effective engagement and consultation, building in contingency (min 10%) and closely monitoring and escalate risks, as well as securing agreements for match funding. Political risks must be effectively managed by senior managers.

Risks

Outputs/outcomes not achieved
 Budget overspends
 Engagement not effective
 Match funding insufficient
 Loss of support from political leaders

Mitigations

Ensure effective engagement/consultation.
 Build in contingency. Closely monitor and escalate risks.
 Ensure any match funding is secured.
 Political representatives kept closely engaged and informed with opportunities to ask questions and express opinions.

17. Town Deal Board Chair name & signature

Name of the Town Deal Board:

We Are Colchester

Chair's name and signature:

Simon Blaxill

Date:

18. By signing, I agree that:

6. The business case, in a proportionate manner, is Green Book compliant.
7. The 5% early capital (CDEL) has been included in the Town Fund project costs across the programme.
8. This project and expenditure represent value for money, including the 5% early capital (CDEL) provided.
9. Project-level Equality Impact Assessments such as Public Sector Equalities Duty and/or Environmental Impact Assessments have been undertaken.
10. For final submission - programme-level Public Sector Equality Duty assessment has been undertaken by the accountable body.

Name of the lead Local Authority and signature of the Chief Executive Officer or S151 Officer

Name of the lead Local Authority:

Colchester Borough Council

Job title: **Section 151 Officer**

Name and signature: **Paul Cook**

Date: 24/03/2022

Part 2: Town Investment Plan (TIP) conditions

Towns are **only** required to submit this with the **first batch** of Summary Document if any TIP conditions are listed in the Heads of Terms. All TIP conditions must be met **before funding can be released**.

TIP conditions table					
5. TIP improvement condition					
Set out TIP improvement conditions as agreed in Heads of Terms					
Consultation Plan for engaging young people Plans for sustainable funding of facilities (see Part 1 (2)) Quantified outputs and outcomes specified					
6. Evidence					
Provide evidence of how conditions have been addressed					
Consultation Plan. Under the Heads of Terms offer for the Townhouse Youth Centre refurbishment element of the funding bid, there is a requirement to provide a consultation plan for engaging young people, in particular. This plan is therefore set out below and includes the target audience, aims and format of the proposed consultation. Within the plan there is a commitment to seek a wide range of views (i.e. current users and non-users, young people, local adults and community groups) and via different formats to enhance the collection of data that can inform the Townhouse Youth Centre bid. The next steps of this plan would be to set timescales around the relevant consultations and develop the content and structure for the focus groups and surveys. As part of our commitment to ongoing engagement, we will also seek to involve the key stakeholders identified post-consultation in specific ways; for example, a young people's working group to have a continued involvement in the Townhouse Youth Centre bid is one potential option.					
Consultation / engagement topic	Audience	Method	Activity lead	Activity commence s	Resources needed
What would young people would like to see in the youth centres? Consult the YEA members around them assisting with the wider consultation of children and young people	Young Essex Assembly members in Colchester	Face to face through captured conversation	Youth Service Staff	October 20 21	Flip chart and pens; venue
What would current and potential stakeholders like to see in the centre?	Stakeholder event at the Townhouse for the same as above	Face to face through captured conversation	Youth Service staff and YEA members	November 2021	Stakeholder packs
What young people would like to see in the youth centres	Youth Service team in North Essex are aware of the investment and	Face to face through captured conversation	Youth Service staff	Ongoing – weekly conversations happening with staff and community groups	Paper and pens

	have been asked to talk to the Children and Young People they are working with for their ideas and input			using the Townhouse and other centres around Town	
Questionnaire/survey/consultation on the Townhouse/ Current use/future use as well as other youth provisions in the town centre	Children and young people, families, wider community, schools from Town Deal area, neighbours, professionals Two different digital consultations one for primary and one for teenagers and adults	Digitally	Youth Service staff	January - March 2022	IT equipment
What young people would like to see in the youth centres	Children and Young People's stakeholder events	Face to face through captured conversation, within schools from Town Deal area and youth groups	Youth Service staff, YEA members, Town Deal engagement lead	January - March 2022	Young people's consultation packs, mood boards, flip chart paper, pens
Consultation with immediate neighbours and local residents	Local residents, all ages	Face to face and letter	Youth Service staff,	February 2022	Feedback/ consultation docs and plans images

					of what is proposed.
Consultation with wider community	Community	Face to face	Youth service staff in partnership with community 360	March 2022	Digital and paper-based survey, IT equipment, pens and printed survey
Design and layout of building	Focus group of children and young people from community and YEA, partner organisations and stakeholders, families	Face to face or through MS Teams	Youth Service staff, Infrastructure Delivery, YEA members	March 2022 Design Phase	Designs and plans for layouts.
Interior designs and fit out	Focus group of children and young people from community and YEA, partner organisations and stakeholders, families	Face to face or through MS Teams	Youth Service staff, Infrastructure Delivery team YEA members	April 2022 Design Phase	Designs, mood boards, computers for young people's research to input ideas to design process
Finalisation of designs	Focus group of children and young people from community YEA, partner organisations and stakeholders, families	Face to face or through TEAMS	Youth Service staff, Infrastructure Delivery team YEA members	May 2022 Design Phase	Designs, mood boards, computers for young people's research to input ideas to design process
Consult with partner organisations using buildings around minimum need to continue delivery of services	All partners organisations	Email, face to face	Youth Service staff	Oct – Nov 2022	Map space and other facilities

Notify building users/partners of closures for renovations/ building works	All partners organisations and building users	Email, face to face	Youth Service staff	Nov – Dec 2022	Look at possible other assets to relocate delivery to. Detached work, mobile youth centre.
Grand Opening of buildings	Focus group of children and young people from community YEA, families, schools, key stakeholders	Face to face or through TEAMS	Youth Service staff, Infrastructure Delivery team YEA members	July 2023 Launch Phase	

The following table summarises the key stakeholders and their interests and power to influence delivery.

Stakeholder	Interest	Engagement
Essex Youth Service	Redevelopment of Youth Centre	Head of Youth Service is part of the project group or youth service lead
Building freeholders	Refurbishments to owned Centre	Regular briefing meetings updating them on the approach and progress
Service Users including Community Group Partners	Redevelopment and improvements to centers facilities and provisions	Regular public announcements updating on the approach and progress
ECC Cabinet Members	Cabinet Members for Education, Communities, Economic Development, Children & Families	Regular briefing meetings updating them on the approach and progress
Neighbours & Wider Community	Increased provisions, social action and interactions	Regular public announcements updating on the approach and progress
Colchester Borough Council	Leading on the Towns deal project	Assisting with engagement process, two-way approach.
Children & Young People	Building users, social action and opportunities for engagement	Young people engaged at all levels throughout process through both digital and Face to face methods.
ECC departments – including Finance, Legal, Property Services, Procurement, Comms & Marketing, Localities	Supporting the development of the business case and development of the project.	Engaged throughout process to assist with making sure the project is value for money and all internal and external processes are followed.
Youth Offending Service	Key users of the buildings moving forward	Identifying the needs of the young people they work with and engaging them in the consultation process.
Social Care	Key users of the buildings	identifying the needs of the young people they work with and engaging them in the consultation process
Schools, Children and Families	Commissioners of the Youth Service. Supporting the “Future Ready” COVID-19 recovery programme, which includes provision for young people who are struggling to return to	Discussions around increased opportunities for young people

	education due to multiple school closures and experiencing issues with their emotional health and wellbeing	
Police, Fire and Crime Commissioners Office	Commissioning the delivery of Goodman and Sisters in Strength programmes, which are mentoring programmes supporting young people who are displaying behaviours linked to perpetrator, victim or witnesses of domestic abuse or unhealthy relationships	Making them aware of project and the possibilities it could bring to enhance future partnerships
Adult Community Learning	Commissioning the Plan B traineeship	Making them aware of project and the possibilities it could bring to enhance future partnerships
Local schools and Colleges/other further education providers (e.g. Colchester Institute)	This is the best way to access the most important stakeholder, children and young people	Through digital consultation and possible focus groups
Essex Council for Voluntary Youth Services (ECVYS)	Umbrella body for voluntary youth services in Essex	Acting as a conduit between the youth service and voluntary sector to assist with engagement.

ECC Youth Service believe young people should be at the centre of all decisions made for the service, so are very experienced in consulting with young people and stakeholders in respect of the direction of the service. The youth work team are working with the Young Essex Assembly Members (ECC-county wide Youth Council that mirrors the full council) as a consultative body, but also working with other current building users across the three centres and working with the local schools and colleges to publicise a digital consultation regarding the investment.

The Youth Service will work with CBC and its own internal Communications department to publicise the consultation events and the project and will also use local stakeholder / partner events and meetings as well as colleagues attending (for example) the Children's Partnership Board, Health and Wellbeing Boards and Essex Council for Voluntary Youth Services (ECVYS) as a conduit to the voluntary sector.

Financial Profile previously submitted, supplemented by a 5 Case approach the Business Plan informed by proportionality.

Outputs and Outcomes in accordance with project confirmation submission and supplemented by the Business Case.

7. Name of the Town Deal Board Chair & signature

Name of the Town Deal Board:

We Are Colchester

Chair's name and signature:

Simon Blaxill

Date:24/03/2022

8. Lead Local Authority's name & signature of the Chief Executive Officer or S151 Officer.

Name of the lead Local Authority:

Colchester Borough Council

Job title: Section 151 Officer

Name and signature: Paul Cook

Date:

Annex: submission checklist

Use this as guidance when submitting the Summary Documents.

Items	Checked	Qty
first submission		
1. Programme-level update	<input type="checkbox"/>	
2. Part 1: Project Summary Document	<input type="checkbox"/>	
3. Part 2: Town Investment Plan (TIP) conditions	<input type="checkbox"/>	
4. Final Monitoring & Evaluation (M&E) plan	<input type="checkbox"/>	
5. Any other documents	<input type="checkbox"/>	
all other submissions		
1. Programme-level update	<input type="checkbox"/>	
2. Part 1: Project Summary Document table	<input type="checkbox"/>	
3. Final M&E plan	<input type="checkbox"/>	
4. Any other documents	<input type="checkbox"/>	

Upstairs



**YOUTH
SERVICE**

Inspire
Enable
Achieve

Den



**YOUTH
SERVICE**

Inspire
Enable
Achieve

Main Floor



**YOUTH
SERVICE**

Inspire
Enable
Achieve

Sports Hall



**YOUTH
SERVICE**

Inspire
Enable
Achieve

Appendix 2 – High-Level Project Plan

Activity	Dates	Owner / accountable team
Approval of Outline Business Case by ECC internal governance (Cabinet)	18 January 2022	ECC – Localities Team
Approval of Outline Business Case by CBC internal governance	Late January to Mid-March 2022	CBC / ECC
Submission of Business Case Summary to DLUHC	24 March 2022	CBC
ECC Business Case preparation and approval (for inclusion into 2022/23 expenditure)	April through to early May 2022	ECC – Infrastructure Delivery, Localities Team and Youth Service
Preparation of project brief/ scope/tender documentation, consideration of optimal procurement route	May to end of June 2022	ECC Infrastructure Delivery
Tender period to contractors	July and August 2022 (propose 8 weeks)	ECC Infrastructure Delivery
Tender evaluation and appointment	September 2022	ECC Infrastructure Delivery
ECC Final Business Case preparation and approval to enter construction contract	October – mid November 2022	ECC – Infrastructure Delivery, Localities Team and Youth Service
Legal contracts prepared and signed by ECC and contractor. Propose concurrent with FBC process.	October – mid November 2022	ECC Legal Services
Contractor may need to submit planning application dependent upon agreed scope of works	Planning process will add at least 13, probably 20 weeks to this process	Contractor
Contractor mobilisation and set up	December 2022 (April 2023 if planning required)	Contractor
Construction work (length will be dependent upon the service needs to remain operational)	January to June 2023 (June 2023 to November 2023 if planning required)	Contractor, Infrastructure Delivery to project manage
Townhouse / Stanway & Highwoods youth centre relaunch	July 2023 (December 2023 if planning required)	ECC – Youth Services, Comms & Marketing

Part 1: Project Summary Document

Towns should complete this for each project.

Summary Document table
19. Project name: Digital Skills Hub / Wilson Marriage
20. Heads of Terms project conditions <ul style="list-style-type: none"> – Actions taken to address any conditions attached to the project in the Heads of Terms, where applicable. – Where the condition was to provide a delivery plan please input in the section below (no.9) and/or attach to this document.
No conditions were attached to this scheme.
21. Business case appraisal Provide details of how the business case has been appraised including: <ul style="list-style-type: none"> – business case type – any internal or external assurances
<p>A Project Business Case has been produced to demonstrate the strategic rationale, feasibility, viability and value for money of this project. The business case is 'standard track' as opposed to 'fast track', meaning that it is being submitted to a March 2022 deadline rather than an accelerated timetable. In turn, funding is expected to be drawn down in accordance with the financial profile provided in June 2021.</p> <p>Proportionality has been considered using the Towns Fund Delivery Partners Proportionality Assessment Tool and best practice guidance, together with the Project Owner and Sponsor's assessment of general requirements as well as a considered view of each of the 5 Cases making up the whole Business Case (Strategic, Economic, Financial, Commercial and Management Cases). On the basis that this is a relatively straightforward project involving refurbishment of an existing building which is structurally sound and understanding that project size and value is less than £1m at £900k and much of the work can be achieved through already established contractors e.g. Mitie (ECC's contracted supplier for facilities management and property) and within the ACL's current resource, it was concluded that there was merit in producing a less detailed Business Case.</p> <p>A range of internal and external assurances have been obtained, through a robust five step approach to business case appraisal.</p> <ol style="list-style-type: none"> 1. Project Manager/Lead appraisal. The Business Case has been appraised by Project Managers/Leads from the Accountable Body (Colchester Borough Council) and delivery partner (Essex County Council). Throughout the process, Section 151 Officer has had 'on demand' access to the business case, so that changes and improvements could be made in an iterative manner. 2. Independent check and challenge. It has also been subject to independent third party drafting and review, including tailored comments and a 'flying review' having regard for other Colchester Town Deal project business cases to ensure dependencies and synergies were identified. 3. Political challenge. The Business Case has in turn been reviewed and ratified by the Accountable Body's internal and political governance forums. 4. Section 151 Officer approval. The Business Case has, with the above check and challenge in mind, been reviewed and ratified by the Accountable Body's Section 151 Officer. As well as receiving approval from Essex County Council's S151 Officer as ECC is the delivery body for this project. 5. Independent Board ratification. The business case has been ratified by the independent We Are Colchester Board.
22. MHCLG capital (CDEL) 5% payment

Not Applicable

23. Quantified benefit-cost ratio/value for money (e.g., Benefit Cost Ratio or Net Present Social Value)

A quantified benefit-cost ratio should be provided. If it has not been generated, a summary of evidence used by the S151 Officer to demonstrate value for money should be stated.

Economic Appraisal and Benefit-to-Cost Ratio (BCR):

	Appraisal Summary Table: ACL Digital Skills Hub	Value (for the public realm element of scheme only)	Explanation / Notes
A	Value of monetised benefits under preferred option	£4,318,164	Undiscounted
B	Present value of monetised benefits under preferred option	£3,229,591	Discounted to 2022/23 values
C	Present Value Costs	£1,000,000	The Towns Fund grant sought (subject to BC) plus partner match funding. Total Public Cost
D	Present Value of marginal cost impact of preferred option	£1,000,000	
E	Net Present Value	£3,229,591	(B-C + D).
F	Initial Benefit: Cost Ratio (BCR)	3.23	(B/C)
G	Adjusted BCR	3.23 (Good value for money) allowing for 3% optimism bias	
H	Scheme delivers significant non-monetised impacts	<ul style="list-style-type: none"> • Greater breadth of opportunity to access digital skills. • Opportunities to grow digital provision that supports present and future workforce challenges. • Join up between existing services within Colchester to reduce duplication and close skills gaps. • Providing greater opportunity for businesses to engage with education. • Bring communities closer together. • Improved join up between other educational establishments to progress students into higher education or apprenticeships – especially those from deprived backgrounds or disadvantaged groups. 	
I	VFM	Good Value for Money.	DLUHC appraisal category as >2
J	Switching values and rationale for Vfm category	Good Value for Money.	BCR is well within the 'High' Vfm category (BCR between 2 and 4)
K	DLUHC Financial Cost (£m)	£900,000 in 2022/23	From Towns Fund

L	Risks	Analysis based on estimated construction costs, and current values for all other parameters.	See risk sections in strategic case and management case.
----------	-------	--	--

The outputs and outcomes set out in the 2020 Colchester Town Investment Plan cited 210 residents as gaining employment as a direct result of the project. There is a high level of confidence that the activities referenced within this Business Case will support delivery of this output.

24. Deliverability

Will this project still be delivered within the Towns Fund timeframe? (Y/N)

Yes. The work on this project is expected to start in April 2022 and be completed for lessons to commence in October 2022. As the current space is not fully utilised there will be minimum impact on the existing provision which has been planned for other spaces within the main Adult Community Learning (ACL) building.

A 20% budget contingency has been included to ensure any issues encountered during delivery can be mitigated.

25. Delivery plan

Including details of:

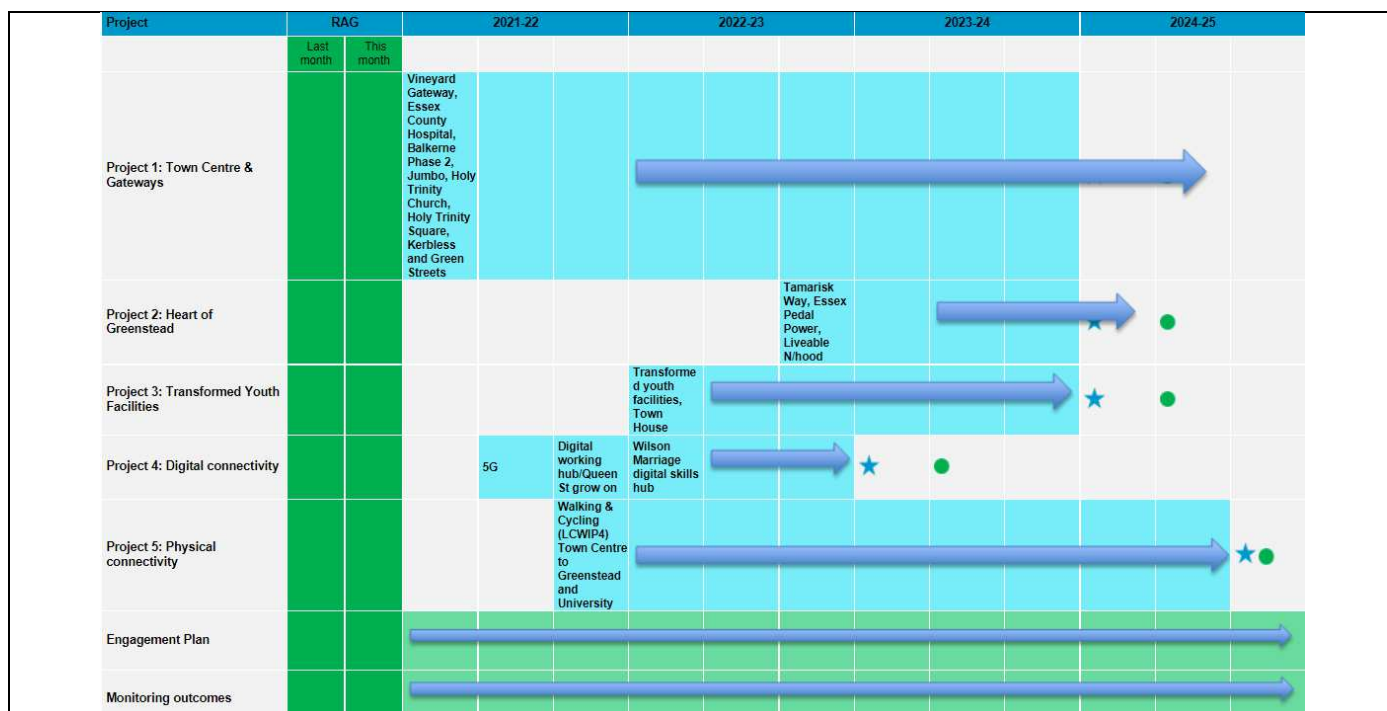
- timescales and key milestones
- partnerships
- interdependencies
- risks and mitigation measures (if not provided above).

7.1 Timescales and Key Milestones

ACL teams will employ a part time Project Lead to work closely with MITIE at all times to ensure the project meets the required milestones. The building work will take place on our existing site. Planned works should not be subject to building regs as it will be internal works which are carried out. Work can be carried out as soon as approved - there will be little impact on current classes/usage.

1. Detailed line by line reports of works and costings to be completed by end of January 2022
2. Contractors secured to complete the work are named and confirmed by end of February 2022
3. ACL project lead in place for 1st March 2022
4. Work starts on refurbishment of the facilities 1st April 2022
5. Work is completed by 31st August 2022
6. Facility is cleaned and furnished and ready to launch during September 2022
7. First classes are delivered from 1st October 2022.

A high-level overview of timescale and key milestones for Wilson Marriage Digital Skills Hub, in the wider context of Colchester's Town Deal Programme of work, can be found below:



The capital element of this project will be delivered in 2022/23, with revenue expenditure incurred in 2021/22.

The project will be delivered in accordance with Financial Profile information submitted.

Project	RDEL/CDEL	20/21 (£)	21/22 (£)	22/23 (£)	23/24 (£)	24/25 (£)	25/26 (£)	Total (£)
	RDEL	£0	£15,000	£28,984	£0	£0	£0	43,984
	CDEL	0	0	£835,689	0	0	0	835,689
C: The Wilson Marriage Digital	Total	-	15,000	864,673	0	0	0	879,673

7.2 Partnerships

- Essex County Council – the gym is a Local authority property with services delivered by ACL
- Colchester Borough Council – the building sits within their district and will support their residents
- Existing ACL Learners – this will be a space for ACL Learners to utilise to improve their studies and learning experience
- Colchester Residents – a space to go to improve employment opportunities and gain self and digital confidence. A useful and rentable space.
- Colchester Businesses – a useable space for conferences and meetings and the place to train staff members
- Colchester Community Groups – a good quality rentable space with good accessibility to meet a range of needs and services.
- Digital Skills Partnership – highlighted the need for more level 3 and above IT apprenticeships and qualifications to meet skills gaps

SELEP: Digital Skills Partnership

'A new centre that could enable SME's across various sectors to experiment with up-to-date and coming technologies and understand their potential benefits now and in the future (similar to the Care Technologies centre for service users planned in Tendring) and could be constantly monitoring industry-relevant software and technologies and give young people real, tangible experience of them, would be of huge, huge value. Too often, as we know, technology becomes out-of-date and obsolete, and I wonder whether there's any way of establishing a centre that isn't tied by licenses or funding to fading technologies or software and can instead constantly refresh its offer and provision as things change (or even before) would be game-changing.'

Essex County Council: Adult Social Care

'Consideration of space usage to deliver courses and mandatory training for care providers. This would include training for technology enabled care for existing workforces.'

Essex County Council: Schools and Education

Link in with STEM and Code Clubs. There is also currently talk of T Levels being offered remotely but must not be offered remotely in student homes, so a site where this can be delivered would support localised needs.

Essex County Council: Skills Commissioner

We have a big piece of consultancy work currently being carried out on 'Barriers to Innovation in Essex' by SQW, the findings should inform the best way forward to use the digital skills hub as an Innovation Asset. It will be reporting back early January 2022.

Connectivity Essex and 5G innovation hub

'This could be a 5G hub. Is there scope to look at training for sensor technology plus associated telecoms and big data management? Could the centre attract companies that do this who would operate from there? Even if not, they need to make sure there is adequate telecoms provision to the site – fixed and mobile. More generally, we should capture the centre as part of our emerging list of Essex innovation centres'.

Ambitious Women in Essex Network

Networking spaces for this group would be fantastic for dedicated women's events
Is there potential for this to be a co-working space for ECC too?

University of Essex

Discussed the plans and there is appetite for this project to support outreach initiatives that the University are involved with. Good scope to support applicants with maths, English and Digital skills so that they are prepared for university life. Opportunity for linkage for those completing level 3 qualifications with ACL to be moved onto Degrees and Degree level apprenticeships.

7.3 Interdependencies

Wider External Interdependencies include:

Government policy, regulation & legislation - Digital technologies are evolving fast and transforming traditional sectors across the economy, so policymakers must respond to this, and the Digital Skills offered to learners must take this into account to ensure that learning is up to date and relevant and pathways to employment are identified.

Internal Interdependencies: There are identified interdependencies with other Town Deal projects – Transformed Youth Facilities, Heart of Greenstead, Digital Working Hub and 5G.

Transformed Youth Facilities – good links can be made here to support both the young people who attend to access career information, advice and guidance as well as supporting their parents and carers to access courses and opportunities at the Digital Skills Hub. ACL will participate in the upcoming consultations with the Youth Council to gain insight as to what they feel a good digital facility would look like, what might encourage them to study a digital course and in addition their perception of the digital skills held by their parents and carers.

Heart of Greenstead – ACL will work closely with library colleagues and the existing charities that work from this space. As residents from the Greenstead area may find travel to the ACL Digital Skills Hub challenging there is opportunity to deliver programmes offered at the hub within the proposed new library space. This will enhance existing provision delivered here rather than duplicate and enable some of the districts most disadvantaged residents to benefit from the opportunities created by the hub.

Digital Working Hub – the working hub could inspire and serve as an exemplar i.e. showcasing the types of jobs and skills that can result from enhanced IT skills, and the types of industry that require talented people with strong IT skillsets potentially providing a pathway for learners coming from ACL.

7.4 Risks & Mitigation Measures

At this stage the following risks have been identified. A detailed Risk register will be completed once the project manager is assigned.

Risk	Mitigation	Risk rating	Impact
If works are not started/completed on time some planned classes may be required to start remotely or in the main ACL Colchester Building.	Project progress will be monitored and fed back to curriculum and business operations teams weekly and monthly so they can plan in any required contingencies e.g., alternative rooming.	Med	Med
Uptake of courses is slower/lower than expected	ACL teams will start working with businesses and communities in June/July 2022 to build momentum for October	Med	High
Release of money is delayed which may compromise the commencement of the work required	Discussions with contractors in December 2022 to look at payment terms	Med	High

26. Town Deal Board Chair name & signature

Name of the Town Deal Board:

We Are Colchester

Chair's name and signature:

Simon Blaxill

Date:24/03/2022

27. By signing, I agree that:

11. The business case, in a proportionate manner, is Green Book compliant.
12. The 5% early capital (CDEL) has been included in the Town Fund project costs across the programme.
13. This project and expenditure represent value for money, including the 5% early capital (CDEL) provided.
14. Project-level Equality Impact Assessments such as Public Sector Equalities Duty and/or Environmental Impact Assessments have been undertaken.
15. For final submission - programme-level Public Sector Equality Duty assessment has been undertaken by the accountable body.

Name of the lead Local Authority and signature of the Chief Executive Officer or S151 Officer

Name of the lead Local Authority:

Job title: **Section 151 Officer**

Name and signature: **Paul Cook**

Part 2: Town Investment Plan (TIP) conditions

Towns are **only** required to submit this with the **first batch** of Summary Document if any TIP conditions are listed in the Heads of Terms. All TIP conditions must be met **before funding can be released**.

TIP conditions table: Digital Skills Hub / Wilson Marriage
9. TIP improvement condition Set out TIP improvement conditions as agreed in Heads of Terms Not required as there are no special conditions for this business case and project.
10. Evidence Provide evidence of how conditions have been addressed
11. Name of the Town Deal Board Chair & signature Name of the Town Deal Board: We Are Colchester Chair's name and signature: Simon Blaxill Date:24/03/2022
12. Lead Local Authority's name & signature of the Chief Executive Officer or S151 Officer. Name of the lead Local Authority: Colchester Borough Council Job title: Section 151 Officer Name and signature: Paul Cook Date:24/03/2022

Part 1: Project Summary Document

Towns should complete this for each project.

Summary Document table
28. Project name: Town Centre & Gateways
29. Heads of Terms project conditions <ul style="list-style-type: none"> – Actions taken to address any conditions attached to the project in the Heads of Terms, where applicable. – Where the condition was to provide a delivery plan please input in the section below (no.9) and/or attach to this document.

The Heads of Terms Project conditions highlighted the following for the town centre suite of projects:

Vineyard Gateway:

- Consult with Historic England.

Essex County Hospital:

- Provide evidence of specific public benefit for this scheme.
- Quantified outputs and outcomes need to be specified for this project for it to be taken forward.

A considerable amount of time has been spent working up the business case to ensure that these conditions have been fully met.

This is evidenced in the business case itself, and highlighted in the summary below (part 2).

30. Business case appraisal

Provide details of how the business case has been appraised including:

- business case type
- any internal or external assurances

Proportionality testing concluded that this business case must be prepared at the medium to high level of detail and granularity due to its relative complexity. It comprises of a suite of 7 individual projects, led by a wide range of project leads spanning the voluntary sector (2 separate projects), the county council (1 project) and the remaining 4 projects led within the borough council / accountable body; though with significant inter-dependencies across all elements.

This business case has been split down into the 7 projects (6 now remaining), and each of the 5 cases has a chapter for each scheme, written by the relevant lead; whilst the executive summary and introduction includes a narrative on how they fit together and their synergy as a cohesive whole written by the umbrella theme lead.

Given the relative complexity of this suite of projects as described above, it has been supported by a project team with regular meetings of the owner and sponsor, some specific project-themed meetings and work for example treating the suite of public realm schemes as one cohesive sub-programme, specific liaison with the leads of Holy Trinity Church and Jumbo in terms of specific and detailed liaison for example lease arrangements and heads of terms, and confirmation of the asset transfer respectively.

Consultation and engagement has been undertaken at a project-specific level for example with Historic England and CBC's planning team. The cluster of projects have featured prominently in a series of 'walkabouts' of the town centre (7 in all!) held during the Autumn of 2021 to give key stakeholders such as Town Deal Board, councillors, Colchester Civic Society and key council staff the opportunity to see the sites and understand the detail of the projects.

A couple of the projects (Jumbo and Holy Trinity Church) have dependencies to other funding streams to augment their overall funding package, i.e. the Towns Fund is contributing or providing match funding to a wider scheme. So in these cases work towards this business case has been conducted alongside programme funding applications.

Prior to submission to DLUHC in March 2022 the outline business case has been reviewed and ratified by Town Deal Board, CBC cabinet and CBC scrutiny panel. It has also undergone external check-and-challenge to ensure consistency with other business cases across the town deal programme.

External consultants have supported the Jumbo and Holy Trinity Church projects with preparation of their business cases noting the limited capacity of the central Town Deal team, the relatively limited prior experience of these project leads in preparing business cases notably economic and financial cases, and the comparative simplicity of these projects relative to others in the wider Town Deal programme requiring substantial officer inputs.

Cost surety and cost assurance has been a key factor of project development, with work undertaken by quantity surveyors in tandem with the lead architects in a number of the projects. As the costs of several of the public realm schemes has risen significantly in a few instances, adjustments to the funding allocations previously agreed 08/06/21 by Town Deal Board have been required. The key implication is that ***it is recommended that the Vineyard Street public scheme is removed for the purposes of the Town Deal monies***, though the long-term ambition remains to deliver the public realm at Vineyard Street when this ultimately proceeds as a component of a key housing-led regeneration scheme.

Across the 5 (or 4 remaining) Town Centre projects which feature public realm; due to the more detailed cost information now available indicating a significant increase in costs it has been necessary to reduce the amount of public realm created from a combined 13,374 sqm at TIP to 10,826 sqm now confirmed (including the two initial 'accelerated' public realm schemes), a 20% reduction. This is through the complete removal of the Vineyard Gateway scheme, significant reduction in the reach/scope of Kerbless Streets, and a slight reduction at Balmerne Gate Phase 2.

A range of internal and external assurances have been obtained, through a robust five step approach to business case appraisal.

1.Project Manager/Lead appraisal. The Business Case has been **appraised by Project Managers/Leads** from the Accountable Body (Colchester Borough Council) and delivery partner (Essex County Council). Throughout the process, Section 151 Officer has had 'on demand' access to the business case, so that changes and improvements could be made in an iterative manner.

2.Independent check and challenge. It has also been subject to **independent third party drafting and review**, including tailored comments and a '**flying review**' having regard for other Colchester Town Deal project business cases to ensure dependencies and synergies were identified.

3.Political challenge. The Business Case has in turn been **reviewed and ratified by the Accountable Body's internal and political governance forums.**

4.Section 151 Officer approval. The Business Case has, with the above check and challenge in mind, been **reviewed and ratified by the Accountable Body's Section 151 Officer.**

5.Independent Board ratification. The business case has been **ratified by the independent We Are Colchester Board.**

31. MHCLG capital (CDEL) 5% payment

Initial capitalised spend totalling £152k from the £910k advance DLUHC payment has allowed for development work across this suite of 7 projects, specifically:

- £20k for Holy Trinity Church as match funding to second-stage or Project Development Grant (Architectural Heritage Fund), leading to £85k recently being successfully secured from AHF.
- £7,640 to the Jumbo project for preparation of their business case.

For the Balmerne Gate Phase 2, Holy Trinity Square and Kerbless Streets schemes (treated together):

- £35,164 (WSP) Traffic and civil engineering consultancy.
- £52,000 (HAT) for architecture.
- £2,400 (CAT) for archaeology desktop study.
- £2,400 (DCP) for quantity surveyor.

Then a further:

- £2,500 for cost planning for the Vineyard Gateway scheme.

In addition to this, a share of the associated internal professional fees for development management (Colchester Amphora Trading Ltd) at 30% share of the overall 5% development management cost for the relevant schemes i.e. £30k.

Finally, the Essex County Hospital project has not requested a contribution to project development costs as this work is already covered within core Essex Housing Ltd work for their housing scheme, within

existing resources, and with light check-and-challenge and input provided from the core Town Deal programme team.

32. Quantified benefit-cost ratio/value for money (e.g. Benefit Cost Ratio or Net Present Social Value)

A quantified benefit-cost ratio should be provided. If it has not been generated, a summary of evidence used by the S151 Officer to demonstrate value for money should be stated.

The Benefit to Cost ratios for the seven individual elements of this scheme are:

- Jumbo BCR 1.98:1 (allowing for 3% Optimism Bias)
- Balmerne Gate Phase 2 BCR 1.05:1 (allowing for 3% OB)
- Holy Trinity Church BCR 2.32:1 (allowing for 3% OB)
- Holy Trinity Square BCR 1.21:1 (allowing for 3% OB)
- Kerbless Streets BCR 1.09:1 (allowing for 3% OB)
- Essex County Hospital BCR 2.93:1 (allowing for 3% OB)
- Vineyard Gateway BCR 2.38:1 (allowing for 3% OB), ***though note this scheme is not now proceeding under Town Deal funding.***

Given the varying proportions of these seven projects in terms of overall programme cost and spend profiles, no aggregate/average BCR for the overall 'Town Centre and Gateways' programme is provided here, however all project elements deliver 'acceptable' or better VfM, with all BCR's better than 1:1, and several better than 2:1.

It should be noted in this context that public realm schemes in the absence of significant co-funding or as part of major £100m+ investments and widespread mixed-use development schemes generally return fairly low BCR's, however the non-monetised benefits of these schemes are strong individually, and outstanding collectively. Furthermore they respond to significant resident and visitor feedback on our town centre.

33. Deliverability

Will this project still be delivered within the Towns Fund timeframe? (Y/N)

Yes. The 7 (6 remaining) schemes featured have slightly different project timelines, but all can readily be delivered within the Towns Fund spend window.

34. Delivery plan

Including details of:

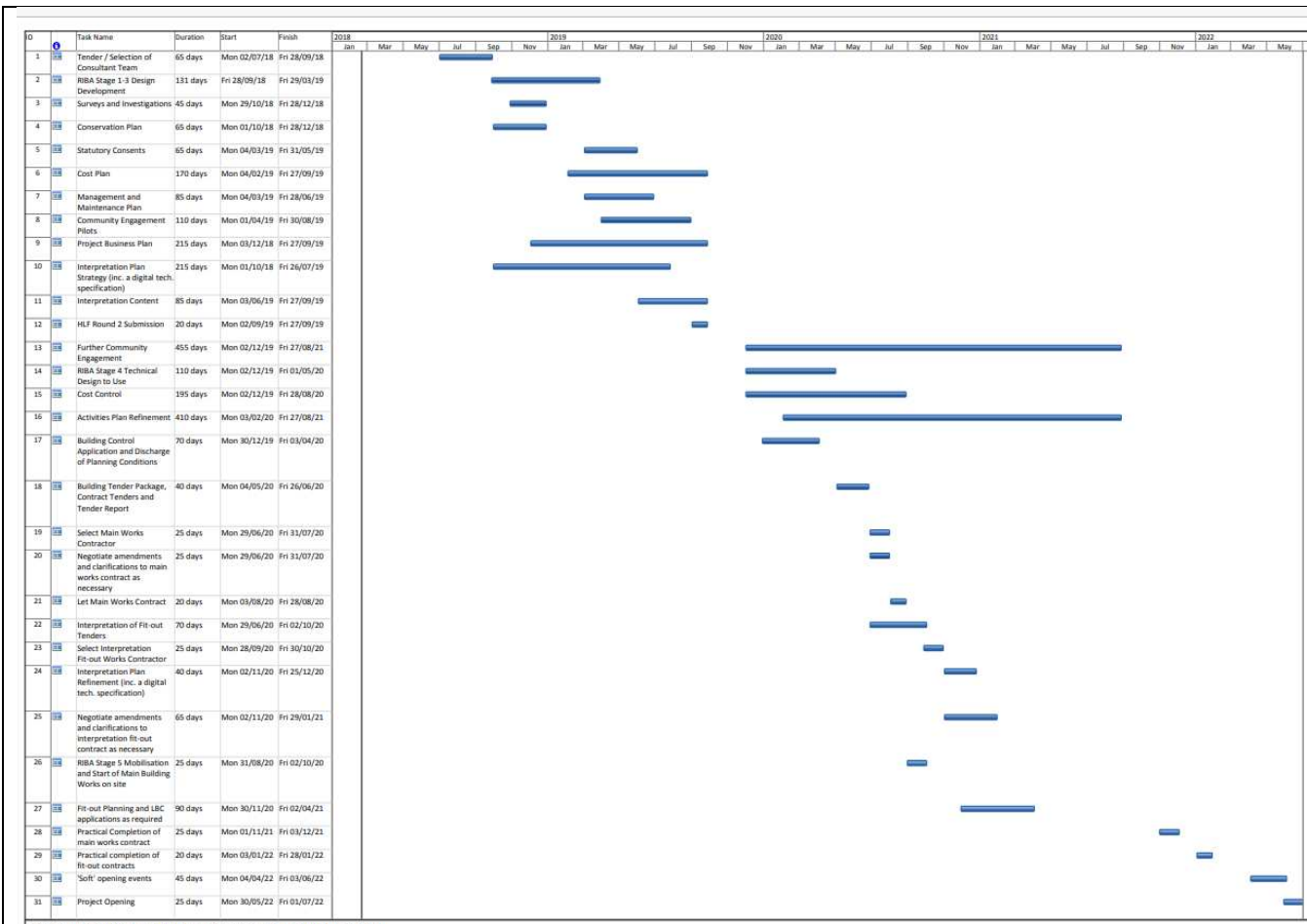
- timescales and key milestones
- partnerships
- interdependencies
- risks and mitigation measures (if not provided above).

The key parameters of each of the 7 schemes are summarised below:

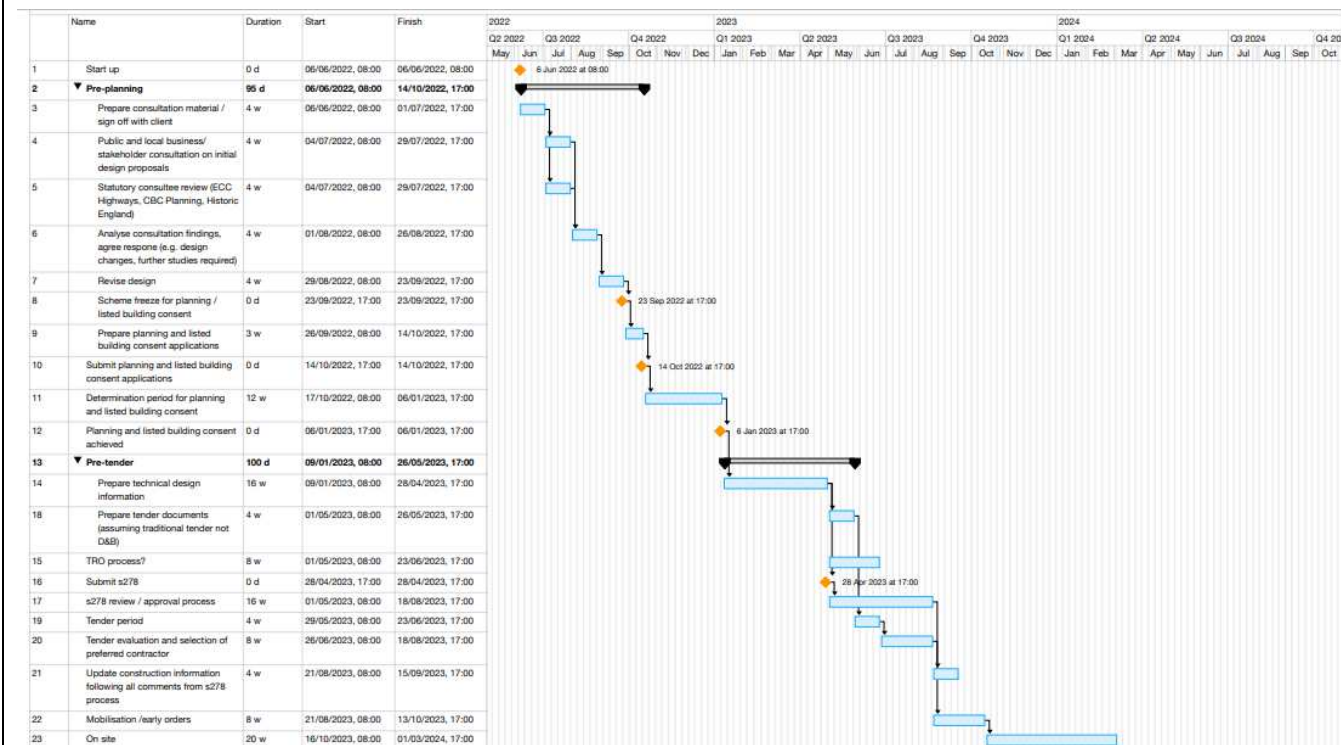
7a.1) High-level timeline: (see management case sections within this business case).

Each of the 7 project elements has its own specific timeline, for expediency only the GANTT chart from each of the schemes is included here, as follows:

7a.1.a) Jumbo



7a.1.b) Balcerne Gate Phase 2



7a.1.c) Vineyard Gateway

Please note this scheme is not proceeding at this time deploying Towns Fund monies and is included within the business case for completeness. Therefore, a project GANTT or timeline is not provided for this project as the timings will be subject to several factors and externalities beyond the scope of this business case at this time.

7a.1.d) Holy Trinity Church

HOLY TRINITY CHURCH - New Community Hub Project – Gantt Chart

Key: **RED = High Risk / Not Completed** **AMBER = In Progress** **GREEN = Completed**

Months/ Weeks (from)	Apr 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	Jul 22 -	Jan 23 -
Months/ Weeks (to)	Jul 21												Dec 22	Jun 23
Viability Phase:	GREEN													
AHF Viability Grant		GREEN												
Development Phase:														
B Funding applications:														
B Funding Strategy			GREEN											
B AHF Development Grant submission			GREEN		GREEN									
B Historic England & National Lottery Heritage							RED	RED	RED	Co-				
C TD Business Case completion														
D Negotiations on Lease & Heads of Terms CBC							RED							
D Lease & Heads of Terms agreement CBC &							RED	RED						
E Funding Building Repairs identified		RED	RED	RED	RED									
E CBC agreement to fund Repairs works														
E Research funding sources for Repairs works														
F Planning permission approval								RED	RED					
F1 Pre-Application enquiries														
F2 Historic England Heritage & Conservation								RED	RED					
G Stakeholder Strategy & Action Plan:														
G Identify & contact key Stakeholders			GREEN											
H Marketing & Publicity (develop Plan)							RED	RED						
I Design and Implement Community Engagement			GREEN											
J Recommission Architects														
J1 Surveys to be completed:														
J2 Fire Survey							RED	RED	RED	RED				
J3 Ecological (Bats) Survey							RED	RED	RED	RED				
J4 Drainage survey							RED	RED	RED	RED				
J5 Acoustics Survey							RED	RED	RED	RED				
J1 Archeological Survey (tbc?)							RED	RED	RED	RED				
K Receive & approve new Architect plans & costs							RED	RED						
Delivery Phase:														
1st Construction Phase - Repairs Works:							RED	RED	RED	RED	RED	RED	RED	RED
L C360 Trustee Board Approval							RED							
M Building Repairs Works - Tendering process								RED	RED	RED	RED	RED	RED	RED
M Building Repairs Works - Construction										RED	RED	RED	RED	RED
N 2nd Construction Phase -														
N Building Refurbishment Works - Tendering									RED	RED	RED	RED	RED	RED
N Building Refurbishment Works -													RED	RED

7a.1.e) Holy Trinity Square and 7a.1.f) Kerbless Streets

The project timeline is the same as Balcerne Gate Phase 2 – see 7a.1.b above.

7a.1.g) Essex County Hospital

Essex County Hospital			Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Construction Phase 1	1/4/22	28/3/23	RED	RED	RED	RED	RED	RED	RED	RED	RED	RED	RED	RED	RED	RED	RED	RED
Construction Phase 2	1/1/23	31/12/23																
Construction Phase 3	1/11/23	31/3/25																
Sales	1/5/23	30/5/25																

7a.2) Financial deliverability:

Each of the 7 project elements has its own specific financial profile, which follow. Before looking at the financial profiles and cost totals on a project-by-project basis, it is worth noting that during extensive and detailed cost analysis of the public realm schemes including the two that are being funded under the initial 'accelerated' £1m Towns Fund and are now in delivery phase, adjustments were required to the allocation of monies between the projects.

These financial values supersede the values that were set out in Heads of Terms (March 2021) and which formed the basis of our confirmation documents shortly thereafter. These amendments have been agreed by Colchester's Town Deal board in December 2021 and confirmed to DLUHC, prior to business case finalisation and submission, as follows (changes highlighted in red font):

Scheme	Town Investment Plan (p22)	Heads of Terms (Mar '21)	Submission Docs (Mar '22)
Vineyard Gateway	£1m	£595,800	£0
Essex County Hospital	£500k	£500,000	£500,000
St Nicholas Square ACCELERATED*	£650k*	£650k*	£1,025,000
Balkerne Gate Ph1 ACCELERATED*	£350k*	£350k*	£350k*
Balkerne Gate Ph2 (inc. Jumbo lighting)	£1.1m	£1,100,000	£747,598 #1
Jumbo	£1,080,000	£1,080,000	£1,080,000
Holy Trinity Church	£517k	£517k	£517,000
Holy Trinity Square	£500k	£500k	£661,598 #2
Kerbless Streets	£1.5m	£290k	£640,289 #3
TOTAL (including 'accelerated' funding)*	£7,117,000	£5,502,800	£5,521,485 #4

#4 Overspend of £18,685 or 3.4% beyond available funds (Heads of Terms column). Justified as scheme costings denoted #1-3 now include a contingency allowance of £133,000 combined.

7a.2.a) Jumbo

This scheme has an overall financial envelope of £4,307,000

Type	Source	Total Amount
Public sector: Towns Fund	Towns Fund	£1.08m
Public sector: co-funding non DLUHC	National Lottery Heritage Fund	£2.73m
Public sector: co-funding non DLUHC	Historic England	£0.12m
Public sector: co-funding non DLUHC	Arch. Heritage Fund	£0.08m
Private sector	Local fundraising	£0.2m
Sub-Total		£4.21m

The further lines of income are created alongside grants and fundraising;

Type	Source	Total Amount
Income	Sales	£0.047m
Income	Sub-lease	£0.05m
Grand Total		£4.307m

The £1.08m Town Deal contribution is meeting the following eligible project costs:

Funding Profile: costheadings:	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	Total £m
	development	development	development	delivery	delivery	
Central TD Programme overheads	0.003	0.004	0.004	0.005	0.005	0.021
design team	0.002	0.034	0.016	Nil	Nil	0.052
stage 1 activities		0.040	0.040	Nil	Nil	0.080
web site and promo	0.002	0.003	Nil	Nil	Nil	0.005
engagement	0.002	0.004	Nil	Nil	Nil	0.006
business case	0.005	Nil	Nil	Nil	Nil	0.005
emergency repairs	0.010	Nil	Nil	Nil	Nil	0.010
land retention	Nil	0.005	0.005	Nil	Nil	0.010
refurbishment inc. floodlighting	Nil	Nil	Nil	0.445	0.445	0.890
Spend profile: TOWNS FUND	0.024 £m	0.09 £m	0.065 £m	0.45 £m	0.45 £m	1.079 £m
	21/22	22/23	23/24	24/25	25/26	Total

7a.2.b) Balcerne Gate Phase 2

This project is funded entirely through Towns Fund without any external funding dependencies.

Cost headings, by FY:	21-22	22-23	23-24	24-25	25-26	Totals
Capital: construction	Nil	Nil	£448,155	Nil	Nil	£448,155
Capital: professional fees	£55,000	Nil	£121,598	Nil	Nil	£176,598
Capital: archaeology	Nil	Nil	£50,000	Nil	Nil	£50,000
Capital: construction contingency and QRA	Nil	Nil	£48,000	Nil	Nil	£48,000
Revenue: contribution to Town Deal Programme Office overheads	£3,362	£5,297	£5,351	£5,395	£5,440	£24,845
subtotals	£58,362	£5,297	£673,104	£5,395	£5,440	£747,598*

**In line with the updated financial allocations across the Town Centre Public Realm schemes including the two 'accelerated' schemes: see explanation before the project-level summaries.*

7a.2.c) Vineyard Gateway

Please note this scheme is not proceeding at this time deploying Towns Fund monies and is included within the business case for completeness. Therefore, a project spend profile is not provided for this

project as this will be subject to several factors and externalities beyond the scope of this business case at this time.

7a.2.d) Holy Trinity Church

Funding sources: funding secured to date:

Type, source	Value
Towns Fund (subject to business case)	£517,000
Architectural Heritage Fund	£81,592
Community 360 contribution	£15,000
CBC contribution (repairs works)	£100,000
subtotals	£713,592

Funding sources: further funding to be secured:

Type, source	Value
National Lottery Heritage Fund	Tbc
Historic England	Tbc
Architectural Heritage Fund	Tbc
Other grant making trusts, fundraising, giving, etc.	Tbc
subtotals	£789,397

Costs:

Cost Heading	Development Phase Costs	Cost (net)
Fees	Professional fees (RIBA 3-4)	£76,592
Other costs	Project management, admin, financial support	£30,000
Contingencies	10% fees	£11,000
Volunteers' time	Assisting engagement activities	£3,500
Sub Total		£121,092

Cost Heading	Delivery Phase Costs	Cost (net)
Repairs and Conservation	Construction works (RIBA 5 – 7)	£195,738
New build	Construction works (RIBA 5 – 7)	£857,530
Other capital works	Digital Installations (estimate)	£85,000
Equipment and materials	Furnishings and fittings	£65,000
	Kitchen fit-out	£70,000
Contingencies	20% fees	£14,634
Other Costs	Project management & Management, Admin & Financial support	£41,360
	Project web site enhancement (estimate)	£5,000
Volunteers time	Supporting Hub operations	£7,500
Fees	Professional fees (Delivery phase RIBA 5 –7)	£28,457
Towns Deal Programme	Programme Overheads contribution	£11,678
Sub Total		£1,381,897

Totals	Development & Delivery Phase Costs	Cost (net)
Totals		£1,502,989

Spend profile:

Cost headings, by FY:	21-22	22-23	23-24	24-25	25-26	Totals
Capital: construction	Nil	£195,738	£857,530	Nil	Nil	£1,053,268
Capital: professional fees (incl. Architects, QS)	Nil	£64,092	£28,457	Nil	Nil	£92,549
Project Mngt, Admin, etc.	Nil	£30,000	£41,360	Nil	Nil	£71,360
Capital: archaeology/surveys	Nil	£12,500	Nil	Nil	Nil	£12,500
Capital: digital installations	Nil	Nil	£85,000	Nil	Nil	£85,000
Capital: furnishings & fittings	Nil	Nil	£65,000	Nil	Nil	£65,000
Capital: kitchen fit out	Nil	Nil	£70,000	Nil	Nil	£70,000
Capital: construction contingency and QRA	Nil	£11,000	£14,634	Nil	Nil	£25,634
Revenue: volunteers time	Nil	£3,500	£7,500	Nil	Nil	£11,000
Revenue: website enhancement	Nil	Nil	£5,000	Nil	Nil	£5,000
Revenue: contribution to Town Deal Programme Office overheads	£1,580	£2,490	£2,515	£2,536	£2,557	£11,678
subtotals	£1,580	£319,320	£1,176,996	£2,536	£2,536	£1,502,989

7a.2.e) Holy Trinity Square

Note, this project is funded entirely under Towns Fund, with no dependency on other sources of funding and co-funding, the spend profile below therefore mirrors the funding profile, i.e. the spend of the Towns Fund in relation to this scheme:

Cost headings, by FY:	21-22	22-23	23-24	24-25	25-26	Totals
Capital: construction	Nil	Nil	£431,000	Nil	Nil	£431,000
Capital: professional fees	£30,654	£50,944	£30,000	Nil	Nil	£111,598
Capital: construction contingency and preliminaries	Nil	Nil	£107,707	Nil	Nil	£107,707
Revenue: contribution to Town Deal Programme Office overheads	£1,528	£2,408	£2,432	£2,452	£2,473	£11,293
subtotals	£32,182	£53,352	£571,139	£2,452	£2,473	£661,598*

**In line with the updated financial allocations across the Town Centre Public Realm schemes including the two 'accelerated' schemes: see explanation before the project-level summaries.*

7a.2.f) Kerbless Streets

Note, this project is also funded entirely under Towns Fund, with no dependency on other sources of funding and co-funding, the spend profile below therefore mirrors the funding profile, i.e. the spend of the Towns Fund in relation to this scheme:

Cost headings, by FY:	21-22	22-23	23-24	24-25	25-26	Totals
------------------------------	--------------	--------------	--------------	--------------	--------------	---------------

Capital: construction	Nil	Nil	£422,000	Nil	Nil	£422,000
Capital: professional fees	£21,309	Nil	£70,980	Nil	Nil	£92,289
Capital: construction contingency and preliminaries	Nil	Nil	£126,000	Nil	Nil	£126,000
Revenue: contribution to Town Deal Programme Office overheads	£887	£1,396	£1,411	£1,422	£1,434	£6,550
subtotals	£22,196	£1,396	£620,391	£1,422	£1,434	£640,289*

**In line with the updated financial allocations across the Town Centre Public Realm schemes including the two 'accelerated' schemes: see explanation before the project-level summaries.*

7a.2.g) Essex County Hospital

The overall cost of the public realm scheme, and the sources and status of funding are as follows:

Scheme element	Cost	Towns Fund	Council Borrowing (PWLb)	Total all Funding
Public Realm for 120 Unit Scheme	£740,000	£488,707	£251,293	£740,000
Contribution to Town Deal Programme overheads (RDEL)	£11,293	£11,293	Nil	£11,293
TOTALS	£751,293	£500,000	£251,293	£751,293
		Towns Fund	Council Borrowing (PWLb)	Total all Funding
Funding Status as at November 2021:		Agreed subject to Business Case	Approved at ECC Cabinet 15 th December 2020	

Funding and spend profile:

Funding source & funding status:	2022/23 £m	2023/24 £m	Total £m
Capital source public funding: Town Deal - subject to this business case,	0.5	Nil	0.5
Capital source public funding (ECC: Partner funding) - Approved at ECC Cabinet 15 th December 2020	0.251293	Nil	0.251293
Total funding requirement	0.751293	Nil	0.751293

7a.3) Outputs:

The following table identifies the high-level outcomes and outputs that were included for this suite of projects within the Town Investment Plan. These are then compared with the totals of outputs across the suite of projects as confirmed at business case (within the Economic case for each scheme).

Overall this analysis confirms that that the vast majority of original TIP outputs/outcomes have been fully met by these schemes at business case and will be delivered subject to business case approval. For those outputs that are slightly below the prescribed levels following preparation of the business case, a detailed explanation is provided:

Intended outcome / output as set out in TIP part 2 (October 2020)	Updated outcome / output as at Business Case completion (January 2022)	Difference & Rationale
Overall TIP listed 17,014sqm new or improved public realm for the whole programme. Of this 3,640 sqm was within the Heart of Greenstead programme. So a total 13,374sqm was to have been within the town centre.	Following business case preparation, the revised town centre allocations of new/improved public realm are as follows: <ul style="list-style-type: none"> • 2,297 sqm of new communal amenity space at Essex County Hospital • 1,427sqm at Balmerne Gate Phase 1 (accelerated) • 850 sqm at St Nicholas Square (accelerated) • 1,820sqm at Balmerne Gate Phase 2 • Upto 3,032 at Holy Trinity Square • 1400 at the Kerbless Street The overall total to be delivered now stands at 10,826sqm new or improved public realm. This shows an overall reduction of 2548sqm of public realm or 20% reduction in output compared to TIP.	This is due to removal of: <ul style="list-style-type: none"> • Around 1500 sqm was to have been built at Vineyard Gateway, however this has been removed from the final funding allocations under Town Deal. • A further 1000 sqm or so would have been provided under the Kerbless Streets scheme which originally included further streets: Long Wyre Street, Short Wyre Street, Culver Street West. These reductions were required in response to final project costings coming in somewhat higher than initial estimates due to (construction) cost inflation.
40-70 new direct jobs created (Gross).	<ul style="list-style-type: none"> • 16 Gross jobs / 7.84 Net at Jumbo • 10 volunteers / 4.9 Net volunteers at Jumbo • 3 gross jobs / 1.49 at Holy Trinity Church • 10 volunteers / 4.9 NET at Holy Trinity Church • 2 gross jobs / 1 NET at Holy Trinity Square • 2 gross jobs / 1 NET at Kerbless Street Total <u>43 Gross Jobs</u> .	TIP Output is met: 2 further Gross jobs which would have been accrued at the Vineyard Gateway scheme are not now being claimed as this scheme will not receive Town Deal Funding.
19.4 (Gross) construction jobs (based on £21.34m spend on construction).	<ul style="list-style-type: none"> • 7.5 FTE jobs at Jumbo (Net jobs), • 0.7 FTE jobs at Balmerne Gate Phase 2 (Net jobs) • 0.5 FTE jobs at Holy Trinity Church (Net jobs) • 0.5 FTE jobs at Holy Trinity Square (Net jobs) • 0.61 FTE jobs at Kerbless Street (Net jobs) • 5 FTE jobs at Essex County Hospital (Net jobs) 14.81 Net construction jobs = <u>30 Gross Jobs</u> .	TIP Output is met: A further 29 gross or 14 net construction jobs which would have been accrued at the Vineyard Gateway scheme are not now being claimed as this scheme will not receive Town Deal Funding.
Upto 3 key historic buildings preserved.	The latest business cases sets out very detailed plans for the restoration of two historic buildings at Jumbo and Holy Trinity Church, whilst the third (Essex County Hospital) is already in delivery stage as a key element in a housing development scheme linked to this business case.	Output will be fully met.
220 new high-quality homes in or adjacent to town centre.	120 homes are currently going ahead at Essex County Hospital and are already under construction at time of publishing this business case summary.	The further 100 homes at Vineyard Gateway are expected to come forward but at a later

		stage, subject to planning etc. They are not now claimed as a Town Deal output as are not now associated with the Towns Fund monies.
Delivery of new public spaces.	The latest business cases set out very detailed plans for the creation of new/improved public spaces in three locations (Balkerne Gate, Holy Trinity Square, Essex County Hospital), plus the first kerbless street.	Output will be fully met.
New or upgraded cycle or walking paths.	The first kerbless street provides safe traffic-free cycle access to new secure cycle parking, whilst this and the other public realm schemes enhance and improve prominent existing and established walking routes in the town centre.	Output will be fully met.
Wider cycling infrastructure such as cycle parking.	A new secure cycle parking facility is now in delivery phase in the town centre (Portal Precinct) linked to the kerbless street, and a key enabler to the Greenstead and University and Town Centre cycle route.	Output will be fully met.
Remediation and/or development of abandoned or dilapidated sites.	A number of key sites which would not otherwise be publicly accessible or cared for will be restored and substantially enhanced through this business case including the Jumbo monument, Holy Trinity church and its grounds, Essex County Hospital and St. Nicholas Square.	Output will be fully met.
Delivery of quality residential or commercial space in key locations (town centre, gateway areas, employment sites)	The Essex County Hospital scheme brings forward high quality residential space in a key location. Jumbo brings forward commercial space & Holy Trinity Church brings forward key community space. Whilst outside of this business case, the Digital Working Hub brings forward further new workspace / commercial space in the town centre.	Output will be fully met.

Summary of non-monetised benefits.

For expediency, the specific monetised and non-monetised benefits of each of the 7 (6 included) schemes is not provided here, however this information can be found in the economic case for each scheme. However, non-monetised benefits across this suite of projects can be summarised as:

Heritage and cultural:

- Restoration and adaptation of Grade 1 & Grade II* heritage assets
- Removal of buildings from the Historic England national Buildings at Risk Register (BAR).
- Creation of a new visitor attraction for the town centre that complements the existing tourism offer.
- Improved showcasing of strong heritage assets.
- Long-term, sustainable and secure models of ownership and governance for historic assets including long-term lease arrangements in public stewardship.
- Public satisfaction that long-standing unused assets have been resolved and civic pride in the outcomes.

Placemaking and regeneration:

- Completion of the regeneration of the Balkerne Gardens 'Arts Zone' and enhancement of the Town Centre Conservation Area.
- Facilitate and create activities that develop productive partnerships across stakeholders (including conservation contractors, education providers, local residents, disability groups, general public, business, cultural and town management with Jumbo project planners).

- Brings strong additionality to recent and current investments in vicinity to the Town Deal funded scheme(s).
- Boosts a key gateway to town centre, and enabler to area with strong economic growth potential.
- Attractive and innovative public spaces created.
- Improved amenity, public perception and safety for evening visitors to key town centre attractions.
- Reduced crime and anti-social behaviour.
- Market stalls with high footfall create an optimal environment for local entrepreneurs to 'test and learn' in a safe low-risk retail setting, complementing Colchester's enterprise infrastructure and adding a further Unique Selling Proposition to our town centre.
- Multiplier effects from creating a destination, resulting in higher spend in the immediate part of the town centre.
- Brings additionality to existing and planned future investments in the St Botolph's quarter – a long-standing target for regeneration and investment.
- Enables site(s) to properly fulfil core 'community use' function which is not currently possible.

Environment & Public Amenity:

- Protection and enhancement of habitat for protected species.
- The public space around the buildings will be repaved to a high standard.
- Lower crime through environmental enhancement.
- Installation of a water sculpture/ drinking fountain in the square.
- Improved air quality through reduction in car use (through the '15 minute' or walkable neighbourhood, with zero car provision), noting the current 60% over-provision of town centre car parking.
- Improved environmental performance through the higher specifications of the new buildings (for example zero-carbon ready homes) compared to the existing industrial and mixed-use buildings on part of the development site which will be removed.
- Contributes to an uplift in use of active and sustainable travel as complements the planned and improved cycling infrastructure adjacent to the development site.

Economic including skills and training:

- Additional commercial floorspace created for restaurant and service use, further converted floorspace provided for mixed use, and further converted space for new community uses.
- Creation of new jobs and training opportunities within a business located within the premises (increases in local employment and Gross Value Added).
- Further research into training and skills gaps and creates a programme to help develop appropriate and transferable skills within the project. Balcerne Tower Trust and Colchester 360 to possibly assist in training volunteers.
- Deliver skills training, pilot activities to assess their impact and value for later roll-out within the delivery phase.
- More pedestrians will be drawn into the area because of the presence of the Jumbo Heritage Experience and the heritage bar and restaurant.
- Generally, there will be greater footfall within the square benefiting nearby businesses and facilities.
- Local businesses - benefits derived from additional attractor and service industry support.
- Students, pupils, and teachers - additional learning resource adaptable to all Key Stages.
- Improved showcasing of strong heritage assets bringing educational benefits.
- Increased footfall and dwell time resulting in increased spend in local economy.
- Brings additionality to existing and planned future investments in the Trinity Square area.

Social Benefits:

- Reduces crime & Anti Social Behaviour and improves personal security and public safety.
- Provides additional housing numbers.
- Provides new affordable homes.
- Improves income deprivation.
- Brings new opportunities for skills development.

- New job opportunities.
- New volunteering opportunities.
- Quantifiable social value.

Health benefits:

- Increased physical activity through active travel and promoting the '15 minute' or walkable neighbourhood, and promotes use of the new public / green spaces created.
- Addressing targeted quality of life aspects such as: Winter resilience (avoiding excess winter deaths); obesity; physical activity; mental health; loneliness and social isolation.

7b) Partnerships:

As demonstrated in the business case, each project has already engaged all the key partners required for its delivery.

Whilst each of the 7 projects has its own individual partners, a number of key stakeholders and interest groups are common to most or all of the projects in this suite. They have been, and will continue to be engaged as the projects evolve and move into their delivery phase. These are summarised as follows:

Stakeholder	Input to projects	Level of Influence
Colchester Borough Council (CBC)	Accountable Body, plus direct interfaces between the projects and various council functions including planning team (CBC is the local planning authority and will determine planning applications where required within this programme), environment team, licensing, etc.	2
Essex County Council	Highways Authority – key partner and enabler for several of the projects.	2
Historic England	Statutory consultee for all projects that contain an element of Heritage preservation.	2
Co-Funders (Such as Historic England & National Lottery Heritage Fund)	Essential revenue and capital funding to several of the projects.	1
Colchester Civic Society	Community support. Specific interest in conservation of heritage assets.	2
Local reference groups	Represent key interests and users such as people with a disability, cyclists, etc.	2
Diocese of Chelmsford	Covenant on graveyard at Holy Trinity Square and ownership of part of St Nicholas Square.	1
Colchester Business Improvement District	Represents more than 400 businesses across Colchester town centre.	2
Lion Walk and Culver Centre Shopping Centres, specific businesses, cultural.	Schemes have positive impacts on increasing footfall to the local retail area. Positive impacts on key cultural assets including Mercury Theatre and Arts Centre.	1
Key Professionals	Architects, designers, other consultants – vital to lead the preparation and delivery of the schemes including consultation and engagement in the designs.	2

7c) Interdependencies:

There are a number of Interdependencies within and across this suite of projects; to other projects and schemes (within and beyond Town Deal), and/or through reliance on other partner organisations.

1. Several of the schemes within this suite of projects have inter-dependencies across one or more other schemes in the bundle of town centre and gateways projects and sites, for example:
 - a. Holy Trinity Church with Holy Trinity Square; dependencies in terms of access and usage, planning the construction phases, liaison with stakeholders, preparing planning applications, etc.
 - b. The cluster of town centre public realm schemes which will be delivered as a suite together, and with consistent 'look and feel'.
 - c. The Jumbo project with Balmerne Gate phase 2: consistency and joint design work on the public realm for both schemes, careful timings and phasing of works, etc.
 - d. The Jumbo and Holy Trinity Church schemes will be applying to programme-level funding opportunities within the key heritage funding bodies, so co-ordination on timings will aid both schemes where targetting the same national funding streams.
2. Several of the projects have dependencies with other projects or work, including for example
 - a. Kerbless streets with the planned secure cycle parking facilities in the town centre.
 - b. The St Nicholas Square public realm scheme with walking and cycling infrastructure and routes in the town centre.
3. Several of the projects have dependencies with or can benefit from other parts of the Town Deal programme, including for example:
 - a. The public realm schemes with wider investment in walking and cycling routes and infrastructure.
 - b. The town centre projects and in particular new cycling facilities with the LCWIP4 walking and cycling route to Greenstead and the University.
 - c. The 5G project and investments in Colchester's core fibre network which could benefit each of the buildings and sites included in this business case.
 - d. The new community hub (Holy Trinity Church) with parallel work to invest in new facilities for communities, including the new neighbourhood model currently being launched throughout the borough, and investment in new / expanded community facilities elsewhere in the programme, for example at Greenstead.
4. Several of the projects have dependencies on or links to funding bodies or future funding opportunities, for example:
 - a. Several schemes are already working across, and hope to secure wider investment from grant-making trusts and funding bodies, particularly those projects featuring preservation of historic buildings and heritage
 - b. Several schemes have potential to draw down S106 contributions to support current project costs, or to help with further development or expansion in the future (for example Kerbless Streets)
 - c. Future investment opportunities such as 'Levelling Up Fund' may bring potential to develop further public realm and other regeneration investment in the town centre.

7d) Risks and risk mitigation measures:

Each of the 7 project elements has its own specific and detailed risk register, included here, as follows:

7d.1) Jumbo

Development Phase:

Risk	Likelihood	Impact	Mitigation	Who will lead this
The appointed design team fail to have direct relationships with funding organisations and a convincing record of accomplishment of delivery.	low	high	Tender process designed and managed so that the appropriate skills and experience are secured. Evidence of positive relationships with funders to be sought and verified prior to appointment	development Project Manager
Cost of project proves to be in excess of previous estimates putting the viability of the project in doubt.	low	medium	Ensure the budget costs are as realistic as possible and that adequate contingencies are provided to areas of greater pricing risk	Architect and Cost Consultant
Costs increase unexpectedly due to 1) poor labour supply or 2) shortage of materials or 3) monetary inflation	low	high	Ensure the budget costs are as realistic as possible and that adequate contingencies are provided across the whole project. After selection of contractor team, maintain close liaison prior to start of works on site. Value Engineer as appropriate.	Architect and Cost Consultant NEH
Planning consent is not granted	low	medium	Continue to maintain working relationships with the local planning authority officers and Members and liaison with Historic England and neighbours	development Project Manager
Matched grant offers are not forthcoming	medium	high	Continue to make grant enquiries leading up to the HLF Round 1 decision. Instigate high level meetings with the Borough Council. Build up PR profile and public awareness of the project. Effectively use PR resources.	development Project Manager
Inadequate or incomplete design	low	medium	Ensure level of information is in accordance with relevant RIBA work stage and that sub-consultants provide information of satisfactory quality at the appropriate time.	Architect
Significant design changes requested by client or regulatory organisation or consultants	low	medium	Continue to maintain working relationships with the local planning authority officers and Members and liaison with Historic England and neighbours. Ensure consultants are provided with adequate design information at an early stage to minimise their own risks.	Architect development Project Manager
Loss of critical staff and consultants	low	medium	Produce a succession plan and keep it under review. Train staff and volunteers to possible promotion or for interim positions if the need arises. Ensure key consultants have a robust methodology in place for succession.	development Project Manager Chair of NEH All key consultants.
Late payment of grants after claims	low	medium	Temporary use of trust funds or bank borrowing	development Project Manager

Delivery Phase:

Risk	Likelihood	Impact	Mitigation	Who will lead this
Tender prices prove to be in excess of cost plan estimate putting the viability of the project in doubt.	medium	medium	Select contractor based upon score and negotiate potential savings.	Architect, Cost Consultant and North Essex Heritage
Costs increase unexpectedly due to 1) poor labour supply or 2) shortage of materials or 3) monetary inflation	low	high	After selection of contractor team, maintain close liaison prior to start of works on site. Risk passed to contractor after signing contract. Design or cost amendments may be required.	Architect, Cost Consultant and delivery Project Manager
Unexpected archaeological finds uncovered as part of the watching brief.	low	low	Cessation of groundworks whilst recovery of finds may lead to slight delay and some increased costs. Advise main contractor within tender documentation.	Architect
Construction delays	medium	medium	Regular client meetings to receive progress reports that identify slippage early on. Delays contained by contractor by moving additional resources to the problem.	Architect, delivery Project Manager and contractor North Essex Heritage
Inadequate or incomplete design	low	medium	Ensure level of information is in accordance with relevant RIBA work stage and that sub-consultants provide information of satisfactory quality at the appropriate time.	Architect
Significant design changes requested by client or contractors	low	medium	Ensure contractors are provided with adequate design information at an early stage to minimise their own risks. Ensure tenant understands and properly interprets the drawings and specifications.	Architect delivery Project Manager
Loss of critical staff and consultants	low	medium	Produce a succession plan and keep it under review. Ensure key consultants have a robust methodology in place for personnel succession.	delivery Project Manager North Essex Heritage All key consultants.
Late payment of grants after claims	low	low	Trust accountants with PM to regularly monitor cash flow forecasts.	development Project Manager Trust Accountants (Granite Morgan Smith) Trust lawyers (Fisher Jones Greenwood)
Loss of critical staff and volunteers	low	medium	Produce a succession plan and keep it under review. Train staff and volunteers to possible promotion or for interim positions if the need arises.	North Essex Heritage
Unforeseen void period in occupation and rental income of ground floor restaurant	low	medium	Seek pre-let during project development period. Use knowledgeable commercial agents and local contacts to maximum effect.	North Essex Heritage
Unforeseen relinquishment of ground floor tenancy	low	medium	Close collaboration and support to help make this business a success. Referral of visitors to restaurant. Promotion within project web site and on social media. Exhibition material on ground floor refreshed periodically. Use of upper level for pre-booked dining experiences organised by restaurant operator. North Essex Heritage to use its own resources backed up by soft loans if required	North Essex Heritage

			to meet the annual ground rent, ensuring that the building remains open whilst a replacement catering operator is found.	
Unexpectedly low number of visitors to the project that impacts upon financial sustainability	low	medium-high	Ensure effective use of PR and publicity budget during development period and throughout contractor stages and continue to allocate sufficient annual funds from the operating profit. Use knowledgeable PR and Media consultant for development period and throughout contractor stages and produce a Media and Publicity Strategy to guide on-going work post completion. Allocate funds within contract for the construction of an exhibition centre where the community can observe work in progress.	Project Manager (up to Hand-over) working with, Media consultant (prior to handover) Project Architect (prior to handover) Thereafter, Jumbo Water Tower Manager with North Essex Heritage
Poor take-up of school learning places that reduce ability to meet project outcomes	low	low	As above, ensure schools remain engaged throughout the development period. Arrange a series of Open Days prior to/ immediately after project launch for school representatives.	Jumbo Water Tower Manager
Unexpectedly high number of visitors to the project that make it difficult to manage. Risk that the visitor experience is adversely affected.	low	medium	Introduction of timed tickets if necessary but taking into account the likely impact upon sales of multi-site tickets issued elsewhere.	Jumbo Water Tower Manager
Damage caused by catastrophic fire	low	high	Various complementary measures put in place: - fire and escape consultant employed at design stage - adequate building and contents insurance - fabric and fittings specified for avoidance of spread of flame - provision of fire extinguishers at key positions at all levels - staff trained in accordance with individual Training Plans.	Project Architect (prior to handover) Fire and escape consultant (prior to handover) Jumbo Water Tower Manager
Damage caused by vehicular accident	low	low	External space designed to stop private and commercial vehicles getting within 1m of the ground floor fabric. Loading and unloading area designed with building protection.	Project Architect working with consultants for design of Balcerne Gardens phase II (Town Deal design and implementation)) Jumbo Water Tower Manager
Falls and injuries sustained by visitors or staff	medium	low	Surfaces designed to reduce the risk of slips and falls. Adequate signs and lighting to highlight potential dangers. Staff and volunteers trained to avoid hazards. Adequate PL insurance carried by project and NEH.	Project Architect Jumbo Water Tower Manager North Essex Heritage

7d.2) Balcerne Gate Phase 2

Risk	Impact	Risk Owner	Action Required
------	--------	------------	-----------------

Costs may be higher than expected.	Scope may need to be reduced or the quality of delivered project may be impacted.	Client and design team	Review initial costings once completed by the QS
A lack of information about or coordination with The Balcerne Tower's (Jumbo) restoration and conversion work may create issues during construction.	A programme clash or other coordination issues could lead to delays and additional costs during the delivery of the Balcerne Gate project.	Client	Continue to engage with the Balcerne Tower's owners and The Balcerne Towers Trust to ensure that the design team is kept up to date with any developments.
Archaeology and the unknown below ground condition of the site.	Though there is very limited excavation work any unexpected below ground discoveries would impact both programme and costs during construction	Design team and client	Continue to review all available site survey information and review the need for, and then commission appropriate surveys in due course. Commission the below ground services survey requested by WSP
Local interest groups may raise objections to the proposed scheme due to the sensitivities and interest around the Balcerne Tower (Jumbo) and the Balcerne Gate	A perceived lack of public support could impact on the successful delivery of the scheme	Design team and client	Public engagement and consultation should be undertaken as part of the next design stage
Over running of kerb lines could lead to a pedestrian injury	Tracking studies have shown that this is an existing issue to the north of the Balcerne Tower that needs to be addressed as part of the design work	Design team	HAT to continue to work with WSP, and to engage with Highways about ways to mitigate the risk - such as limiting vehicle size etc.
Businesses around Balcerne Gate may have concerns about the construction work affecting their customers or deliveries.	A lack of buy in from businesses would make delivering the project more difficult and could create programme delays.	Design team	Public engagement and consultation should be undertaken as part of the next design stage. The BID group should be involved in this consultation.

7d.3) Vineyard Gateway

Please note this scheme is not proceeding at this time deploying Towns Fund monies and is included within the business case for completeness. Therefore, a risk register is not provided for this project as the project risks are subject to factors and externalities beyond the scope of this business case at this time.

7d.4) Holy Trinity Church

Development Phase:

Risk	Likelihood	Impact	Mitigation	Who will lead this
Funding to cover costs of essential repairs is not available	medium	high	Continue to negotiate with CBC – building owners and to research and source other funding opportunities (e.g. Historic England Repairs grant).	CBC Senior officers C360 CEO Development Project Manager
Lease agreement is not in place to meet grant funding requirements	medium	high	Continue to negotiate with CBC – building owners via solicitors as required.	CBC Senior officers C360 CEO Development Project Manager
Cost of project proves to be in excess of previous estimates	medium	high	Ensure the budget costs are as realistic as possible and that adequate contingencies are provided to areas of	Architect and Quantity Surveyor

putting the viability of the project in doubt.			greater pricing risk e.g. archaeological survey costs).	
Costs increase unexpectedly due to 1) poor labour supply or 2) shortage of materials or 3) monetary inflation	medium	high	Ensure the budget costs are as realistic as possible and that adequate contingencies are provided across the whole project. After selection of contractor team, maintain close liaison prior to start of works on site.	Architect and Quantity Surveyor
Planning consent is not granted	medium	high	Continue to maintain working relationships with the local planning authority officers and Members and liaison with Historic England and neighbours	Project Manager Community360 and Architect
Matched grant offers are not forthcoming	medium	high	Continue to make grant enquiries throughout and beyond Development phase. Instigate high level meetings with key stakeholders. Build up PR profile and public awareness of the project. Effectively use PR resources. Explore commercial funding opportunities.	development Project Manager Community360, PR and fundraising experts
Inadequate or incomplete design	low	medium	Ensure level of information is in accordance with relevant RIBA work stage and that sub-consultants provide information of satisfactory quality at the appropriate time.	Architect
Significant design changes requested by client or regulatory organisation or consultants	low	medium	Continue to maintain working relationships with the local planning authority officers and Members and liaison with Historic England and neighbours. Ensure consultants are provided with adequate design information at an early stage to minimise their own risks.	Architect development Project Manager
Loss of critical staff and consultants	low	medium	Produce a succession plan and keep it under review. Train staff and volunteers to possible promotion or for interim positions if the need arises. Ensure key consultants have a robust methodology in place for succession.	development Project Manager Community360 CEO and Board of Trustees All key consultants.
Late payment of grants after claims	low	medium	C360 CEO and Ho Finance with PM to regularly monitor cash flow forecasts. Temporary use of Charity reserve funds where necessary	development Project Manager C360 CEO and Board of Trustees

Delivery Phase:

Risk	Likelihood	Impact	Mitigation	Who will lead this
Tender prices prove to be in excess of cost plan estimate putting the viability of the project in doubt.	medium	medium	Select contractor based upon score and negotiate potential savings.	Architect, Quantity Surveyor and C360

Lack of Contractor interest from tendering process resulting in little or no response causing project delays and need for repeat tender process	medium	medium	Use soft market testing approach, e.g. Early contact and discussions with potential specialist contractors pre-tender phase.	Architect & CBH
Costs increase unexpectedly due to 1) poor labour supply or 2) shortage of materials or 3) monetary inflation (Ref: Construction Building Index data)	medium	high	After selection of contractor team, maintain close liaison prior to start of works on site. Risk passed to contractor after signing contract. Design or cost amendments may be required.	Architect, Quantity Surveyor and delivery Project Manager
Unexpected archaeological finds uncovered as part of the watching brief.	low	medium	Cessation of groundworks whilst recovery of finds may lead to slight delay and some increased costs. Advise main contractor within tender documentation.	Architect
Construction delays	medium	medium	Regular client meetings to receive progress reports that identify slippage early on. Delays contained by contractor by moving additional resources to the problem.	Architect, delivery Project Manager and contractor C360
Inadequate or incomplete design	low	medium	Ensure level of information is in accordance with relevant RIBA work stage and that sub-consultants provide information of satisfactory quality at the appropriate time.	Architect
Significant design changes requested by client or contractors	low	medium	Ensure contractors are provided with adequate design information at an early stage to minimise their own risks. Ensure tenant understands and properly interprets the drawings and specifications.	Architect delivery Project Manager
Loss of critical staff and consultants	low	medium	Produce a succession plan and keep it under review. Ensure key consultants have a robust methodology in place for personnel succession.	delivery Project Manager C360 All key consultants.
Late payment of grants after claims	low	low	C360 Ho Finance meets with PM to regularly monitor cash flow forecasts.	development Project Manager C360 Ho Finance

Operational / Business as Usual Phase:

Risk	Likelihood	Impact	Mitigation	Who will lead this
Tender prices prove to be in excess of cost plan estimate putting the viability of the project in doubt.	medium	medium	Select contractor based upon score and negotiate potential savings.	Architect, Quantity Surveyor and C360

7d.5) Holy Trinity Square

Risk	Impact	Risk Owner	Action Required
Costs may be higher than expected.	Scope may need to be reduced or the quality of delivered project may be impacted.	Client and design team	Review initial costings once completed by the QS.
Historic England may not support design proposals.	This would make moving the design forward difficult as a lack of support from Historic England may also impact on CBC Planner's support.	Design team	Continue to engage with Historic England and the CBC Planning team.
Local interest groups may raise objections to the proposed scheme due to the sensitivities and interest around the Grade I listed church.	A perceived lack of public support could impact on the successful delivery of the scheme.	Design team and client	Public engagement and consultation should be undertaken as part of the next design stage.
Failure to coordinate plans for square with C360 as operators of the Church building.	A future disagreement or a change of view about the inclusion of the churchyard within the Trinity Square scheme could lead to redesigning and programme delays.	Client	Continue to engage with Community 360 to ensure that all parties have a clear understanding of both schemes.
Archaeology and the unknown below ground condition of the site.	Unexpected below ground discoveries would impact both programme and costs during construction.	Design team and client	Continue to review all available historical reference information and review the need for, and then commission appropriate surveys in due course.
A lack of information about or coordination with Holy Trinity Church's restoration work may create issues during construction.	A programme clash or other coordination issues could lead to delays and additional costs during the delivery of the Trinity Square project.	Client	Continue to engage with Community 360 about their project at Holy Trinity Church and ensure that the design team is kept up to date with any developments.
Businesses around Trinity Square may have concerns about the construction work affecting their customers or deliveries.	A lack of buy in from businesses would make delivering the project more difficult and could create programme delays.	Design team	Public engagement and consultation should be undertaken as part of the next design stage. The BID group should be involved in this consultation.

7d.6) Kerbless Streets

Risk	Impact	Risk Owner	Action Required
Costs may be higher than expected.	Scope may need to be reduced or the quality of delivered project may be impacted.	Client and design team	Review initial costings once completed by the QS.
Issues with the unregistered land along Sir Isaac's Walk.	A lack of clarity about the responsibility (financial, maintenance etc) for these small bits of pavement may delay the delivery of this project.	Client.	Engage with Highways and local businesses along the street so that there are no misunderstandings about the issue.
Over running of kerb lines could lead to a pedestrian injury.	Tracking studies have shown that this is an existing issue that needs to be addressed as part of the design work.	Design team.	HAT to continue to work with WSP, and to engage with Highways about ways to mitigate the risk - such as limiting vehicle size etc.

Businesses along the route may not be supportive of the scheme as they may have concerns about the construction work affecting their customers or deliveries.	A lack of buy in from businesses along the route would make delivering the project more difficult and could create programme delays.	Design team.	Public engagement and consultation should be undertaken as part of the next design stage. The BID group should be involved in this consultation.
---	--	--------------	--

7d.7) Essex County Hospital

Description of Risk	Impact of Risk	Risk Owner	Risk Manager	Likelihood (1-5)	Impact (1-5)**	Risk Rating	Risk Mitigation	Residual Likelihood/Impact Scores
Problems found on site during construction – Construction Issues	Increased project costs and/or delays to completion resulting in reduced/delayed benefits realisation.	Essex Housing	Essex Housing	3	3	9	Award of a robust contract with fixed price so contractor responsible for unforeseen issues,	6
Contractor goes into receivership - Need to replace contractor.	Increased project costs and/or delays to completion resulting in reduced/delayed benefits realisation.	Essex Housing	Essex Housing	1	5	5	Tender process included assessment of bidders' commercial strength.	4
Contractor claims loss and expense and/or extension of time - Contractor wants additional costs and/or extended delivery timescales.	Increased project costs and/or delays to completion resulting in reduced/delayed benefits realisation.	Essex Housing	Essex Housing	2	2	4	Award robust contract with clauses to limit contractor claims for additional cost or time.	4
Sub-contractors' default - Need to replace sub-contractors	Increased project costs and/or delays to completion resulting in reduced/delayed benefits realisation.	Essex Housing	Essex Housing	2	2	4	Main contractor is responsible via minor works contract.	3
ECC issues significant change orders during construction - Requirements change during construction	Scheme profit reduced.	Essex Housing	Essex Housing	3	3	9	Clear sign-off at every stage of design and pre-contract. Detailed Employers Requirements. Change order procedure in place during construction.	5
Quality of workmanship is poor during construction. Leaseholder/tenant identifies	Increased project costs and/or delays to completion resulting in reduced/delay	Essex Housing	Essex Housing	2	3	6	Appoint Clerk of Works to monitor quality of work and	4

defects - Cost incurred to remedy defects.	ed benefits realisation.						adherence to design as set out in Employers Requirement s. Contract to include defect liability period.	
--	--------------------------	--	--	--	--	--	---	--

35. Town Deal Board Chair name & signature

Name of the Town Deal Board: "We Are Colchester"

Chair's name and signature: Simon Blaxill

Date: 24/03/2022

36. By signing, I agree that:

- 16. The business case, in a proportionate manner, is Green Book compliant.
- 17. The 5% early capital (CDEL) has been included in the Town Fund project costs across the programme.
- 18. This project and expenditure represent value for money, including the 5% early capital (CDEL) provided.
- 19. Project-level Equality Impact Assessments such as Public Sector Equalities Duty and/or Environmental Impact Assessments have been undertaken.
- 20. For final submission - programme-level Public Sector Equality Duty assessment has been undertaken by the accountable body.

Name of the lead Local Authority and signature of the Chief Executive Officer or S151 Officer

Name of the lead Local Authority: Colchester Borough Council

Job title: Chief Execut

Name and signature: Paul Cook

Date: 24/03/2022

Part 2: Town Investment Plan (TIP) conditions

Towns are **only** required to submit this with the **first batch** of Summary Document if any TIP conditions are listed in the Heads of Terms. All TIP conditions must be met **before funding can be released**.

TIP conditions table: Town Centre & Gateways	
13. TIP improvement condition	Set out TIP improvement conditions as agreed in Heads of Terms
<p>The Heads of Terms Project conditions highlighted the following for the town centre suite of projects:</p> <p><u>Vineyard Gateway:</u></p> <ul style="list-style-type: none">• Consult with Historic England. <p><u>Essex County Hospital:</u></p> <ul style="list-style-type: none">• Provide evidence of specific public benefit for this scheme.• Quantified outputs and outcomes need to be specified for this project for it to be taken forward.	
14. Evidence	Provide evidence of how conditions have been addressed
<p><u>Vineyard Gateway:</u> since submission of the Town Investment Plan, outline design has been completed by Architects Ash Sakula on behalf of Colchester Amphora and the council. This work was undertaken through close engagement with both Historic England and the Council's Planning Team.</p> <p>Historic England provided a letter of support dated 21st May 2021 from Sheila Stones, Inspector of Historic Buildings and Areas, which strongly endorses the proposed scheme; an extract from which is provided below:</p> <p><i>“Following preliminary discussions over the past few months regarding proposals for residential redevelopment of this major site within the Colchester City Centre Conservation Area, in principle we welcomed the online presentation of the latest iteration of the scheme by Ash Sakula architects on 21 April 2021, which is now confined within the redline boundary of the application site. We have also considered the comprehensive Draft Heritage Statement produced by Pegasus Group. Overall, whilst the scheme is still at a relatively early design stage we are of the view that in principle the general scale, height, massing and density of the development is the most contextually appropriate we have seen since the original St Botolph's Masterplan, which included this site, was adopted in 2004.”</i></p> <p>As the housing-led regeneration scheme and its associated public realm which is the focus of the town deal monies are developed through the next and final stages of design, we will of course continue to keep Historic England engaged in this work.</p> <p><i>However; note this scheme is not now being progressed using Town Deal funding.</i></p>	

Essex Housing have gone above and beyond expectations through the support of Town Deal to deliver a unique site at the gateway to Colchester Town Centre. In respect of public realm, the scheme provides the following public benefits:

- Reinstatement of a large public open space at the front of the main building, bringing the site back to how it originally looked when the hospital was built and providing an aesthetically pleasing centerpiece.
- A campus character to the site with the retention of existing boundary walls, to help keep the sites historical significance within the conservation area.
- Attractive lawns and the planting of new trees throughout the site to greatly improve its visual appearance.
- The restoration of 5 heritage assets including listed and locally listed building.
- 149 parking spaces provided in a sustainable location, to prevent overspill onto local roads.
- Extensive work has gone into accessibility on the site to provide ramped access to pedestrians, wheelchair users and cyclists for the use of the residents and the local community.
- The creation of 5,395 sqm of private and shared open space and 2,297sqm of communal amenity space.
- Providing secure storage for 240 resident cycles and 26 for visitors and the local community which is over double the standard requirement.
- 12 electronic charging points for electronic vehicles together with a car club and two cars dedicated to the users of the site and the local community.
- A public exhibition of archaeological findings from the site in the town centre.
- Pocket spaces and courtyards throughout the development.
- Enhanced cycle provision to enable better access through the site to the town centre.

The site delivers an array of other benefits including:

- Providing a range of apartments and houses of different unit sizes which offer generous living accommodation.
- Incorporating a variety of house / apartment styles with a variety of private amenity space in the form of patios, gardens, terraces, and balconies.
- Providing solar panels through-out to bring renewable energy to the site.
- Redevelopment of redundant buildings for residential use. A number of non-listed building are also to be retained to give the offering of a refurbished accommodation rather than new build.

15. Name of the Town Deal Board Chair & signature

Name of the Town Deal Board: We Are Colchester

Chair's name and signature: Simon Blaxill

Date: 24/03/2022

16. Lead Local Authority's name & signature of the Chief Executive Officer or S151 Officer.

Name of the lead Local Authority: Colchester Borough Council

Job title: Section 151 Officer

Name and signature: Paul Cook

Date: 24/03/2022

Part 1: Project Summary Document

Towns should complete this for each project.

Summary Document table
37. Project name: Heart of Greenstead
38. Heads of Terms project conditions <ul style="list-style-type: none">– Actions taken to address any conditions attached to the project in the Heads of Terms, where applicable.– Where the condition was to provide a delivery plan please input in the section below (no.9) and/or attach to this document.
<p>No conditions were originally set for this Business Case.</p> <p>However: Liveable Neighbourhood was (at TIP submission) a stand-alone project in its own right.</p> <p>The original Liveable Neighbourhood proposal as submitted in the original Town Investment Plan is not being taken forward. <u>However</u> as Liveable Neighbourhood has now become an element of the Heart of Greenstead business case, for completeness, a response against the original conditions that were set for Liveable Neighbourhood is provided here:</p> <p><u>Rationale:</u></p> <ul style="list-style-type: none">• The original Liveable Neighbourhoods proposal was £2.1m covering 4 discrete urban hubs. The residual Liveable Neighbourhood which has been retained in the Heart of Greenstead package has a budget of only £300k and covers only one urban hub.• Outputs expressed at TIP therefore need to be scaled back proportionally.• Expected outputs and outcomes from Heads of Terms (HoT):<ul style="list-style-type: none">○ <i>Doubling of local journeys by walking and cycling modes.</i>○ <i>Improved air quality, increase in local spend as people travel short distances sustainably and to shop locally.</i>○ <i>Inequalities are tackled effectively improving wider social and economic outcomes, focussing on areas of deprivation, families, older people and those with poor mental health.</i>• Conditions (from HoT):<ul style="list-style-type: none">○ <i>Quantified outputs and outcomes need to be specified for this project for it to be taken forward.</i> <p>The response to these conditions is provided in Part 2 below.</p>
39. Business case appraisal <p>Provide details of how the business case has been appraised including:</p> <ul style="list-style-type: none">– business case type– any internal or external assurances
<p>Proportionality testing concluded that this business case must be prepared at the <u>maximum</u> level of detail and granularity due to the core regeneration project having a £41.7m gross development value. Our full 5-cases business case combines three project elements into one.</p> <p>Given the complexity, interdependencies with other projects and programmes, and required high level of inter-agency working, a 2-stage approach has been taken to preparing this business case.</p> <p>1) This <u>outline</u> business case was prepared September 2021 – January 2022 based largely on an existing scheme masterplan and work undertaken previously (2017-2018), but with several key enhancements made and features added; responding to opportunities to maximise benefits to the community and broaden outputs. This outline business case has therefore been prepared to</p>

provide the level of detail, granularity and certainty required to meet both internal assurance processes in the Spring of 2022, and DLUHC assessment thereafter.

- 2) As the site Masterplan will be refreshed and refined following submission of this outline business case to DLUHC, a full business case will be prepared October to December 2022; based on a more comprehensive and sympathetic evolution of the current masterplan and design, backed by refreshed cost certainty and cost analysis.

Given the size and scale of this overall scheme (with three project components), it has been developed by a large cross-functional and inter-agency project team including representatives from both local authorities, the NHS and the council's in-house development partner. The development of this programme is further supported by a programme board, and facilitated by a core team of a sponsor (the Council's chief operating officer), an owner, and key personnel leading the project, including the business case author.

In tandem with business case development, parallel supplementary work has focussed on leveraging further match-funding. This has resulted in a further £2.3m secured so far for the project, through a successful application to the Estates Regeneration Fund in the autumn of 2021. A further £5m bid to Homes England will be prepared and submitted in early 2023. The project leads have also negotiated and agreed the approach to residual council borrowing through the HRA, facilitated by the accountable body's S151 officer and his team.

The two smaller project elements; Essex Pedal Power and Liveable Neighbourhood have been developed alongside the core regeneration scheme led by Essex County Council (ECC) officers. These project elements have now received S151 officer approval from ECC.

Prior to submission to DLUHC in March 2022, the outline business case has been reviewed and ratified by Heart of Greenstead Programme Board, Town Deal Board, CBC cabinet and CBC scrutiny panel. It has also undergone external check-and-challenge to ensure consistency with other business cases across the town deal programme.

Whilst the project is still technically in its development rather than delivery phase, opportunities have been taken where it is expedient, to begin work on delivering some more complex aspects of the scheme including for example land assembly & land acquisition, and early stages of community and stakeholder engagement; as these activities could be undertaken without creating undue risk to the accountable body in the event that the business case is not approved.

Planning consent has not been sought for the scheme at the time of submitting this outline business case, as the physical form of the scheme will evolve significantly beyond the current 2017 masterplan iteration; noting this is a >£40m scheme. However substantial pre-application planning advice has been provided by the lead planning authority both for the original masterplan and the refresh work undertaken recently to prepare this business case.

A range of internal and external assurances have been obtained, through a robust five step approach to business case appraisal.

1.Project Manager/Lead appraisal. The Business Case has been **appraised by Project Managers/Leads** from the Accountable Body (Colchester Borough Council) and delivery partner (Essex County Council). Throughout the process, Section 151 Officer has had 'on demand' access to the business case, so that changes and improvements could be made in an iterative manner.

2.Independent check and challenge. It has also been subject to **independent third party drafting and review**, including tailored comments and a '**flying review**' having regard for other Colchester Town Deal project business cases to ensure dependencies and synergies were identified.

3.Political challenge. The Business Case has in turn been **reviewed and ratified by the Accountable Body's internal and political governance forums.**

4. Section 151 Officer approval. The Business Case has, with the above check and challenge in mind, been **reviewed and ratified by the Accountable Body's Section 151 Officer.**

5. Independent Board ratification. The business case has been **ratified by the independent We Are Colchester Board.**

40. DLUHC capital (CDEL) 5% payment

Initial capitalised spend of £175k to date; enabled from a share of the CDEL payment (max £300k for this scheme from the £910k DLUHC payment) has provided for:

- External professional fees for preparation of this outline business case (Tamarisk Way) along with associated cost analysis. £85k
- Associated Internal professional fees: development management (Amphora) at 30% share of the overall 5% development management cost i.e., £90k
- Above includes initial preparation and scoping of next phases of work (refreshed masterplan and cost plan, first steps towards preparing full planning application) which will culminate in the preparation of the full business case.
- The balance of £125k will be used for remaining work to prepare the next masterplan iteration, planning application and full business case.
- *Costs of land acquisition are treated separately as these are being wholly funded through the Estate Regeneration Fund (£2.3m secured) so do not form part of our request for funding from the Towns Fund.*

41. Quantified benefit-cost ratio/value for money (e.g., Benefit Cost Ratio or Net Present Social Value)

A quantified benefit-cost ratio should be provided. If it has not been generated, a summary of evidence used by the S151 Officer to demonstrate value for money should be stated.

The Benefit to Cost ratios for the three components of this scheme are:

- Tamarisk Way BCR 2:37:1 (allowing for 3% Optimism Bias)
- Essex Pedal Power BCR 3.18:1
- Liveable Neighbourhood BCR 1.35:1 or better (estimated).

Given the much smaller proportions of these final two projects in terms of overall programme cost and spend profiles, no aggregate/average BCR for the overall Heart of Greenstead programme is provided here, however all project elements deliver 'acceptable' or better VfM, with all BCR's better than 1:1.

42. Deliverability

Will this project still be delivered within the Towns Fund timeframe? (Y/N)

Yes. Subject to remaining approvals such as this business case, and pending full planning approval; start-on-site is scheduled for September 2023 for the core development scheme, construction concluding approximately two years later but in any case before 31st March 2026. The smaller elements (Essex Pedal Power, Liveable Neighbourhood) will be delivered sooner than this.

43. Delivery plan

Including details of:

- timescales and key milestones
- partnerships
- interdependencies
- risks and mitigation measures (if not provided above).

The key parameters of the scheme (summarised below from the business case, with location of main content noted for each) are as follows:

7a) High-level timeline: (see 1.16, 5A.4 & 5A.6 within this business case for full details).

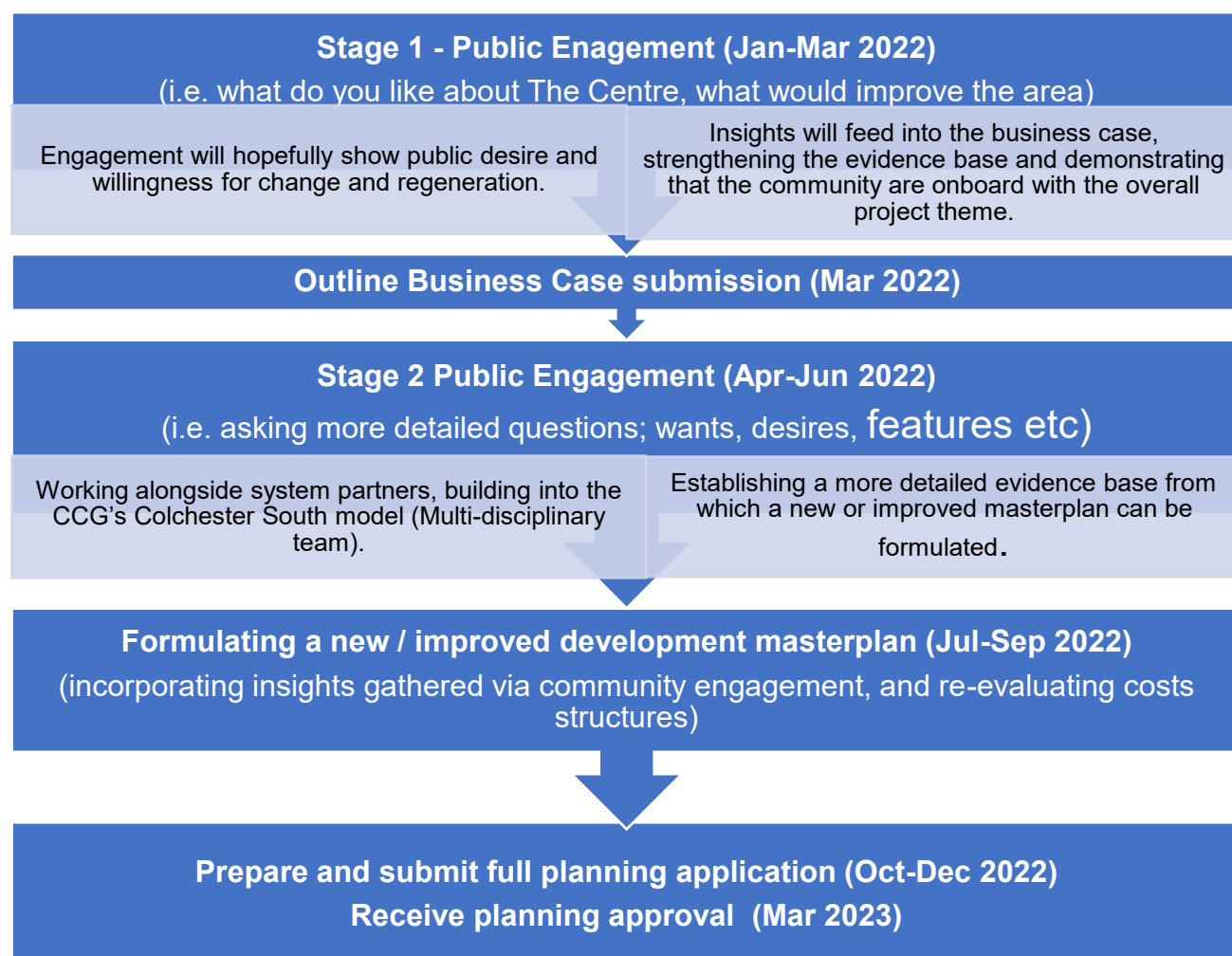
The following table provides an aggregate timeline for all three elements of the scheme: shaded as Tamarisk Way (black font), Essex Pedal Power (Magenta Font) and Liveable Neighbourhood (Green Font) respectively.

- Tamarisk Way (Black font) – no project name shown:
- **Essex Pedal Power (Magenta font):**
- **Liveable Neighbourhood (Green font):**

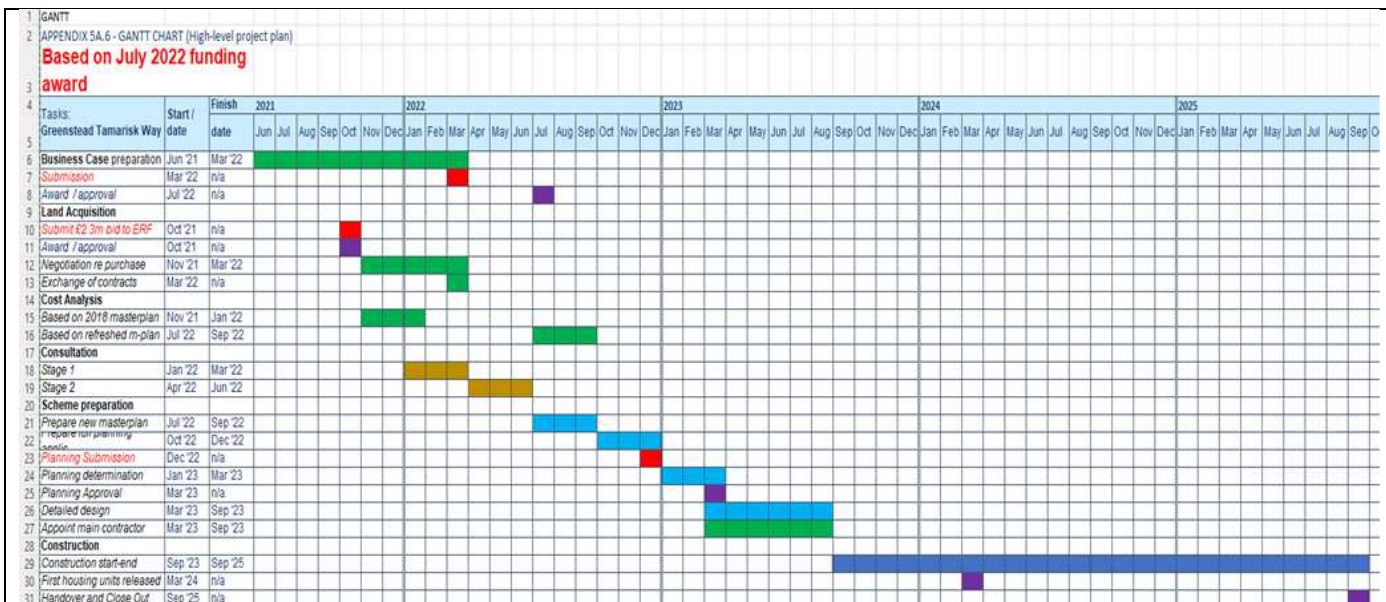
Action	Date
Confirm full £6m allocation to Tamarisk Way within reduced Towns Fund offer	June '21 (done)
Establish sponsor, owner and project team for 'Heart of Greenstead'.	Aug '21 (done)
Submit Estate Regeneration Fund EOI to Local Government Association.	Aug '21 (done)
Prepare project initiation documents (x3).	Sep '21 (done)
Launch Heart of Greenstead Programme Board.	Sep '21 (done)
Prepare outline business case.	Sep '21 – Mar '22
Submit £2.3m Estate Regeneration Fund bid to Local Government Association.	Oct '21 (done)
Prepare for Land Acquisition (CBC cabinet decision taken 17-11-21).	Oct/Nov '21 (done)
Outcome of Estate Regeneration Fund bid. SUCCESSFUL £2.3m award.	Oct '21 (success)
Initial engagement with Homes England re. co-funding for the affordable housing (HE).	Oct '21 – Dec '21 (done)
Prepare phasing plan for the development.	Nov '21 & ongoing
Undertake cost analysis based on current (2017) masterplan and drawings (KC&A Architects with Gleeds as cost consultant).	Nov '21 – Jan '22 (done)
Confirm action plan for land acquisition and implement purchase from NHG upto exchange of contracts stage. (<i>Contract completion, TUPE, etc. to follow</i>).	Nov '21 – Mar '22 (underway)
Develop and confirm models for mixes of types and tenures of housing created.	Nov '21 – Mar '22
Public Engagement STAGE 1.	Jan '22 – Mar '22
Internal approvals of Business Case including cabinet approval for HRA borrowing.	Feb-Mar '22
Complete and submit Outline Business Case to DLUHC.	Mar '22
Essex Pedal Power approval from Government.	Mar '22
Public Engagement STAGE 2.	Apr '22 – Jun '22
Liveable Neighbourhood: Develop quick wins.	May '22 – Jul '22
Liveable Neighbourhood: Community engagement.	May '22 – Oct '22
Liveable Neighbourhood: prepare blueprint.	Jun '22 - Oct '22
Likely date of confirmation/approval of Business Case by DLUHC.	Jun '22 / Jul '22
Essex Pedal Power: ordering of bikes and assembly.	June '22
Develop new strategic masterplan and associated cost plan (to RIBA stage 3).	Jul '22 – Sep '22
Essex Pedal Power: Rollout 1 of bikes.	Aug '22
Prepare full planning application & full business case.	Oct '22 – Dec '22
Liveable Neighbourhood: Quick wins, design and consultation.	Nov '22 – Jun '23
Submit full planning application.	Dec '22
Full planning application determination.	Jan '23 – Mar '23
Seek and confirm further project co-funding for the affordable housing (HE).	Jan'23 – Mar '23
Full planning approval.	Mar '23
Essex Pedal Power: Rollout 2 of bikes.	Mar '23
Detailed design (RIBA stage 4) and Procurement Phase to Appoint Main Contractor.	Mar-Sep '23
Construction start. (RIBA stages 5-6) Phased plan for decantment commences.	Sep '23
Liveable Neighbourhood: quick wins delivered.	Sep '23
Liveable Neighbourhood: Capital from new TBE funding bid.	Oct '23

Liveable Neighbourhood: Design work (main phase).	Jan '24- May '24
First housing units released.	Mar '24
Liveable Neighbourhood: Public Consultation (main phase).	Jun '24- Sep '24
Liveable Neighbourhood: Construction tenders (main phase).	Oct '24 – Jan '25
Liveable Neighbourhood: Construction (main phase).	Mar '25 – Mar '26
Construction end – handover of whole site to BAU.	Sep '25
Final eligible spend of Towns Fund monies.	Mar '26

Given the size, scale and complexity for the Tamarisk Way core regeneration scheme a block diagram / flowchart for this project is also provided:



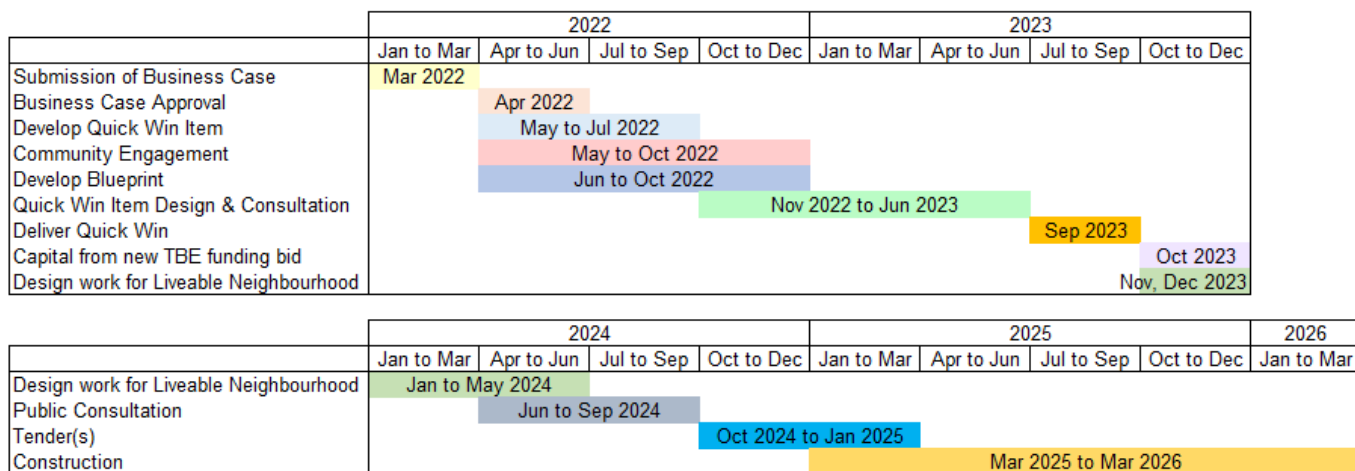
Tamarisk Way timeline provided seperately for ease of reference:



Essex Pedal Power timeline provided separately for ease of reference:



Liveable Neighbourhood timeline provided separately for ease of reference:



7b) Finances: (see 1.15 & 1.22 within this business case). Taking each project element in turn, the key financial parameters for the projects are:

Tamarisk Way: (including breakdown of costs into main costheadings)

Scheme element	Cost	Funding Sources				
		Towns Fund	Estate Regeneration Fund	Homes England #08	Council Borrowing (HRA)	Total all sources
Construction A: upto 103 new homes	£23,309,685			£5m	£18,309,685	£23,309,685
Construction B: upto 36 replaced homes (supported living)	£8,301,186				£8,301,186	£8,301,186
Construction C: New commercial/retail space created.	£1,817,129				£1,817,129	£1,817,129
Construction D: Refurbished or expanded Community Health & Wellbeing Centre	£5,459,184	£5,459,184				£5,459,184
Land acquisition	£2,300,000		£2.3m			£2.3m
Contribution to Town Deal Programme overheads	£239,522	£239,522				£239,522
'21 to '22 and '22 to '23 project development work & fees (capitalised revenue).	£301,294	£301,294				£301,294
TOTALS	£41,728,000	£6m	£2.3m	£5m	£28.428m	£41,728,000
		Towns Fund	Estate Regeneration Fund / BLRF	Homes England (Inv Partner)	Council Borrowing (HRA)	Total all Funding
Funding Status as at January 2022:		Agreed subject to Business Case	Secured. Supported by cabinet decision taken 17 th November 2021.	Subject to an application under HE investment partner early 2023	Subject to approval at CBC cabinet 9th March 2022 as part of Business Case approval	

(For Tamarisk Way – funding profile):

Funding Profile	Previous 21/22	22/23	23/24	24/25	25/26	Total
Value	£m	£m	£m	£m	£m	£m
Towns Fund		0.1	0.2	5.4	0.2	6
Estate Regeneration Fund		2.3				2.3
HE Investment Partner				2.5	2.5	5
CBC Borrowing: (HRA)				14	14.4	28.4
Total Funding		2.4	0.2	21.9	17.1	41.7

(For Tamarisk Way – co-funding commitment / status):

Value	Source, (type)	Commitment (as at full business case)
-------	----------------	---------------------------------------

£6,000,000	Towns Fund (Capital)	The Towns Fund is confirmed on condition of approval of the business case by DLUHC. The project will not proceed without this assurance.
£2,300,000	Estate Regeneration Fund (Capital)	The ERF was confirmed 27/10/21 as part of the autumn statement and must be fully spent by 31/03/22.
£28,428,000	CBC borrowing through Housing Revenue Account	The HRA borrowing was approved by the CBC cabinet meeting held 9 th March 2022.
£5,000,000	Homes England Delivery Partner	Engagement with Homes England was made in 2020/2021 and the 'Investment Partner' model has already been used to support smaller housing delivery schemes. The bid to support the affordable housing at Greenstead will be prepared early 2023 as the timing needs to coincide with full planning approval and be in place around 6 months prior to construction start on site.
£41,728,000	Total	

Essex Pedal Power:

- Core funding of £327,000 from Towns Fund / Town Deal (subject to approval of this business case)
- Supplemental funding of £300,000 from Local Delivery Pilot: considered very low / high certainty as it is within an existing and approved Colchester LDP allocation of £1.6m.

Liveable Neighbourhood:

- Core funding of £300,000 from Towns Fund / Town Deal (subject to approval of this business case), which funds part 1 (£150k) and part 2 (£150k) of this scheme
- Aspiration to leverage in significant, further funding Supplemental funding alongside the part 2 funding. However, no financial risks are created if this is not achieved.

7c) Outputs: see Economic Cases of each project element for full details.

With the exception of the number of bikes initially delivered, all outputs identified in the 2020 Town Investment Plan (TIP) are set to be delivered in full through this scheme:



640 sqm of new or improved public realm created to 'liveable neighbourhood' principles.



4 direct FTE jobs created.



68 people supported into employment.



139 high-quality homes created (103 new, 36 refurbished) of which 50% to 100% will be affordable through 'routes to home ownership' and social rent.



800 new bikes delivered.



Aligned significant investment in key routes to/from Greenstead notably the Town Centre.

In addition to the original TIP outcomes/outputs, a number of further outputs and outcomes have emerged during the preparation of this business case and are captured including in the final benefits realisation / monitoring & evaluation plans for these projects, including:

New homes will be built to 'future homes' standard to ensure that they are zero-carbon ready.

Active frontages and thoughtful design will lead to reductions in Crime and ASB.

Improved levels of skills.
Improved levels of digital inclusion.

Improved Support to Small to Medium Sized enterprises (SMEs).

Improved levels of Apprenticeships.

Reduced levels of poverty including food poverty and fuel poverty

Additional number of people participating in regular exercise due to Essex Pedal Power scheme.

Number of people able to access employment and leisure opportunities.

Number of people able to move out of poverty due to reduced transport costs.

Development of life skills for those furthest from employment.

Health outcomes (including reduction in short-term illness, reduction in obesity)

Number of volunteering, apprenticeships and employment opportunities generated.

Monetised and then non-monetised outputs are provided in summary here. Taking each project element in turn:

Tamarisk Way:

Monetised Benefits: (based on 15-year economic appraisal window)

Value	Source, (type) - summary.
£3,321,500	Land Value Uplift.
£11,630,640	68 People supported into employment.
£2,944,000	Construction phase impacts.
£385,400	New/additional council tax retained by CBC.
£463,500	Household spend – direct localised impacts.
£1,177,458	Non-domestic business rates – CBC.
£546,000	A share (10%) of domestic & commercial rents.
£204,000	Quantified Social Value of core regeneration scheme.
£20,672,498	Total

Non-monetised benefits:

Social & Community benefits:

- Aids community cohesion, reduces crime & Anti Social Behaviour (ASB) and improves personal security and public safety.
- Enhances community and public perception of this estate.
- Boosts social inclusion and digital inclusion and improves accessibility for those with a disability.
- Reduces deprivation through provision of enhanced community facilities to help people improve employability and skills, to access training, jobs and volunteering opportunities.
- Builds on the function of the community centre as a vital local satellite for services. Boosts take-up of services by low-income households.
- Develops resilient community networks and increases social connectedness.
- Provides additional housing numbers.
- Provides new affordable homes.

Health & Wellbeing benefits

- Facilitates a whole-system approach with councils, health and voluntary sector which tackles the determinants of poor health.
- This includes laying the foundations for more extensive models of social prescribing.
- Increased / enhanced partnership working to reduce delays in accessing appropriate support.
- Improved mental health through reduced social isolation and building confidence & self-esteem.
- Increased physical activity through active travel, and use of new public / green spaces.

Environmental benefits

- Improved air quality through reduction in car use.
- Improved environmental performance through the higher specifications of the new buildings, for example zero-carbon ready homes.
- Improved environmental performance through shared and more efficient use of community buildings and spaces.

Essex Pedal Power:

The monetised benefits from the bike loan scheme have been quantified and appraised in Active Mode Appraisal Toolkit (AMAT). These primarily consist of health benefits (reduced risk of premature death and absenteeism) and benefits associated with modal shift. Whilst Essex Pedal Power does not capture journey quality benefits (assessment of new bike users only), this is further explored and quantified in the LCWIP 4 proposal contained the wider Colchester Town Fund bid - as Pedal Power users will benefit once this route is constructed.

Analysis of Monetised Costs and Benefits (£000's)	
Congestion benefit *	48

Infrastructure maintenance *	0
Accident *	3
Local air quality *	0
Noise *	0
Greenhouse gases *	1
Reduced risk of premature death	855
Absenteeism	123
Journey ambience	0
Indirect taxation *	-2
Government costs	481
Private contribution	0
PVB	1046
PVC	481
NPV	566
BCR	2.18 (High)

Non-monetised Benefits:

Skills development

The scheme will work alongside multiple agencies from schools, higher education, and job centres to create opportunities for people of all ages, backgrounds and beliefs. The scheme offers opportunities for people to learn new skills with cycle training and bikeability provided in a safe and controlled environment.

Access to services

The scheme will improve people's opportunities in terms of access to employment (local business park, high street etc.), education, health and leisure to promote economic growth and activity in Greenstead but also wider Colchester.

Community cohesion

The scheme will engage 'hard to reach' groups and encourage new people to take up cycling. It also has the potential to strengthen relationships within the community (as shown in Birmingham – where this approach was first developed) with participants meeting new people and forging friendships. This further emphasises the social value of the scheme in terms of improving the life of residents in Greenstead, thereby reducing community isolation and reliance on social service provision.

Job creation

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

Furthermore, the scheme will support enterprise investing in the local economy, including start-up or local businesses that could include e-cargo bike delivery, leisure rides, mobile repair shops, cycling cafes and bike building / recycling.

Promoting inclusivity

The blend of bikes will include adaptive and mobility bikes for those with disabilities and impairments preventing them from riding a standard bike.

Links to other cycle schemes/infrastructure in Colchester

The scheme will benefit from existing and proposed cycling infrastructure in Colchester which include LCWIP 3, 8 and 4 - with funding from the Active Travel Fund, as well as proposed active travel links from the Garden Communities and Rapid Transit System.

Liveable Neighbourhoods: (examples of non-monetised benefits)

Type of intervention	Description of benefit(s)
<i>Air Quality</i>	Improved air quality and residents' well-being.
<i>Climate Change Adaptation and Mitigation</i>	Provide green infrastructure to adapt to a changing climate with items such as street trees to provide shade and shelter, sustainable urban drainage systems etc. Also, green walls, planters, and other features to help cool the area in future heatwaves.
<i>Crossings</i>	New or improved pedestrian crossings (safety, accessibility).
<i>Cycle Parking</i>	Additional cycle parking.
<i>Cycling</i>	Improved cycling conditions for cyclists.
<i>Health</i>	In Liveable Neighbourhoods, life expectancy increases by 7–9 months, due to improved air quality and residents' increased activity.
<i>Healthy Streets</i>	Reduce traffic to enable streets to be transformed in line with the 'Healthy Streets' approach to create a quality environment for people walking, spending time, and moving through the area.
<i>Low Traffic Neighbourhoods</i>	Create Low Traffic Neighbourhoods to reduce the impact of traffic.
<i>Modal filters</i>	<ul style="list-style-type: none">• Reduce traffic on residential streets by restricting general traffic.• Reduce through traffic.• Reduce rat-running in residential areas• 'Streets are for residents'.
<i>Parking</i>	<ul style="list-style-type: none">• Additional parking controls.
<i>Public Realm</i>	<ul style="list-style-type: none">• Improve public spaces and widened footways.• Reducing car dominance, increases the active use of streets and public spaces.• Increase 'green' infrastructure.• Create vibrant streets that help local businesses to thrive and provide places for the community to come together and interact.
<i>Public Transport</i>	<ul style="list-style-type: none">• Ensure neighbourhoods have good connections to public transport.
<i>Safety</i>	<ul style="list-style-type: none">• Safer neighbourhood environment.• Improved personal safety.• Improved safety for pedestrians and cyclists.• Benefits for the elderly, disabled and children as reduced car traffic allows them to move around their neighbourhood more safely• Improved junction layouts.• Traffic reduction measures to improve the number of road collisions.
<i>School Streets</i>	<ul style="list-style-type: none">• Introduce school streets to make it easier for pupils to get to school without car traffic.

<i>Walking</i>	<ul style="list-style-type: none"> • Improvements for pedestrians.
<i>Walking and Cycling</i>	<ul style="list-style-type: none"> • New walking and cycling routes. • Improve local connections.

7d) Partnerships: Taking each of the three project elements in turn:

Tamarisk Way:

Aside from Colchester Borough Council (the developer), the key project partners include:

- 1) "Notting Hill Genesis" (NHG); a registered housing provider and the current operator of the sheltered housing scheme on the site, and the current landowner of around one third of the site that may be acquired for development.
- 2) "Essex County Council" (ECC); The library owner (the building is technically owned by CBC but we anticipate that ECC will claim possessory title) and operator, and deliverer of several other statutory services on the site, leading the delivery of the 'Liveable Neighbourhood' and 'Essex Pedal Power' cycling investment aspects of the wider scheme.
- 3) "North East Essex Clinical Commissioning Group" / Integrated Care System from April 2022; engaged with the council and partners to develop social prescribing models and commission the GP practice and pharmacy which will be relocated and enhanced through this scheme.
- 4) "University of Essex"; developing a new/refreshed memorandum of understanding with the council and other partners given the large numbers of its students who reside on the estate.
- 5) "Community 360"; developed the key community engagement document "Communities Can", using ABCD 'asset-based community development' principles to ensure effective community and stakeholder engagement.
- 6) "Colchester Borough Homes"; manages the council's housing stock on its behalf.
- 7) "Active Essex" who, through the Local Delivery Pilot are promoting and implementing the Essex Pedal Power element of the Greenstead programme.
- 8) "Clarion Futures" and "Latimer"; who together are the lead developer of the social housing and community building in the significant (<12,000 homes) Tendring Colchester Borders Garden Community approx. 1 mile from the development site and who are bringing extensive experience of delivering significant community renewal and estate development schemes across the UK.
- 9) "Local Community"; i.e., the people who will be most directly impacted by and benefit from the redevelopment. Community leaders include the local CBC ward Cllrs and ECC Cllr, schools and faith groups, together with the SAINT group providing the initial contacts. All engagement work with the local community will follow ABCD principles.
- 10) "Other Service providers;" a variety of organisations are working on the Greenstead estate. This includes organisations such as the DWP, Essex Police, Signpost, Food Bank. Barnardo's.

Essex Pedal Power & Liveable Neighbourhood (combined):

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

7e) Interdependencies:

The key inter-dependencies for this project taken as a whole (all three project components) are as follows:

Within the Town Deal programme:

- a. The walking and cycling route: key dependency as this will reach from the Town Centre to Greenstead roundabout. Therefore with the Heart of Greenstead scheme including the Liveable Neighbourhood and its complementary route from the centre of Greenstead to the Greenstead / Town Centre route - together these form two 'halves' of a single coherent cycle route. Similarly the cycle route provides the infrastructure needed to optimise the usefulness of the 'Essex Pedal Power' scheme which provides bikes to Greenstead residents; i.e. somewhere to ride them!
- b. Transformed Youth Facilities: key dependency noting the severe deprivation (see 1.2 in this business case) and restricted access to opportunities for young people in Greenstead. Appreciating that the key investments within the £1.3m transformed youth facilities project will be made in the Town Centre, Stanway and Highwoods; it will be important that youth facilities are also considered in Greenstead as these are widely accepted to not meet current or anticipated future need. This (Greenstead) project can highlight opportunities and raise aspirations for young people in Greenstead for example opportunities for apprenticeships, work tasters, careers and jobs in the construction sector noting that the Heart of Greenstead and Garden Community schemes feature significant levels of new construction.
- c. Digital skills, working hub and 5G: There is scope to 1) add a Digital Working hub to the scope of the enhanced new/expanded community hub, 2) add a digital skills and training offer to this hub via one or both of Adult Community Learning / Department of Work and Pensions, and 3) add 5G connectivity along with the planned / already approved and funded rollout of gigabit fibre from VX fibre.

Across other external projects, programmes and initiatives:

- a. The Tendring Colchester Borders Garden Community (TCBGC) 1 mile south-east of the development site. There needs to be strong and joined-up planning, community engagement and community development spanning these two projects. This is being facilitated and enhanced through joint working with Clarion Futures and Latimer; who are developing the social housing within the new development.
- b. New Model Neighbourhood: effective joint working with the NHS, ECC and other partners in the rollout of the new model to the Greenstead community.
- c. NHS: joint work focusing on young people and anchor institutions (see construction - as above), along with close joint working on the re-provision of primary care delivery at the site.
- d. ECC: Libraries, provision of social care, development of wider walking and cycling initiatives and investment including rapid transit system, co-lead for the Garden Community scheme.
- e. University of Essex: new memorandum of understanding and key partner for example research partner in new community wellbeing hub.

7f) Risks and risk mitigation measures:

The key risks (highest scores) from the Risk Register for Tamarisk Way are summarised below:

Description of Risk	Impact of Risk	Likely?	Impact?	Risk Rating	Risk Mitigation	Residual Scores
---------------------	----------------	---------	---------	-------------	-----------------	-----------------

Description of Risk	Impact of Risk	L	I		Risk Mitigation	R
Community: proposed masterplan is disliked or derided.	Lack of trust, community feel 'done to' by this scheme. Resistance/objections hamper or prevent scheme progressing	4	5	20	Clear messaging and robust communications planning. Active, extensive and authentic engagement. Inputs are captured and directly feed next iteration of masterplan and scheme design. 'You said, we did'. Full adoption of ABCD & Neighbourhood model?	15
Community: sensitivity in the timing of releasing information and messaging in line with the planning process (for example).	The community / key stakeholders do not support the project. It cannot proceed or scope is greatly compromised.	3	5	15	These risks are already being mitigated effectively through a planned and comprehensive approach to community and stakeholder engagement already underway and intensifying.	10
Lack of appetite to borrow for this scheme given CBC's existing and planned borrowing commitments.	Scheme cannot proceed or scope has to be reduced significantly.	3	5	15	Early and pro-active engagement with and advice from finance business partners, detailed modelling of spend types, sources of funding, seeking other investment and funding opportunities to reduce level of borrowing required. Highlight scheme's outstanding non-monetised benefits and explain the potentially extensive long-term financial savings to health and care economy from investing in prevention / determinants of health.	5
Asset transfers required cannot be agreed: Requirement to spend Estate Regeneration Fund monies before 31 st March 2022 cannot be met.	£2.3m grant has to be returned. This cost then has to be met from wider scheme budget.	3	5	15	This risk is being mitigated; we are working closely with partners concerned and are identifying terms and status of all extant leases on the development site. Options are available to sequence a number of tasks required in the 3-month period between exchange of contracts and completion. Engagement with DLUHC is ongoing and time slippage beyond 31 st March 2022 for exchange of contracts may be permitted; where the cause was beyond the control of the Council within best endeavours.	10
Officer capacity: full planning and delivery phase: Council does not possess the single, central	In reality the Council is not currently set up to deliver a scheme of this nature.	3	4	12	Covered in management case. The council will need to either expand upon its current LA delivery model; attracting development specialism with focus on major housing regen or look at a joint	8

physical regen
function needed
to deliver this
scheme.

venture / development agreement with a
housing developer / registered provider.

Risk registers for Essex Pedal Power and Liveable Neighbourhood project elements will be prepared by their respective project leads ahead of project implementation.

44. Town Deal Board Chair name & signature

Name of the Town Deal Board: "We Are Colchester"

Chair's name and signature: Simon Blaxill

Date: 24/03/2022

45. By signing, I agree that:

21. The business case, in a proportionate manner, is Green Book compliant.
22. The 5% early capital (CDEL) has been included in the Town Fund project costs across the programme.
23. This project and expenditure represent value for money, including the 5% early capital (CDEL) provided.
24. Project-level Equality Impact Assessments such as Public Sector Equalities Duty and/or Environmental Impact Assessments have been undertaken.
25. For final submission - programme-level Public Sector Equality Duty assessment has been undertaken by the accountable body.

Name of the lead Local Authority and signature of the Chief Executive Officer or S151 Officer

Name of the lead Local Authority: Colchester Borough Council

Job title: Chief Executive

Name and signature: Adrian Pritchard

Date: 24/03/2022

Part 2: Town Investment Plan (TIP) conditions

Towns are **only** required to submit this with the **first batch** of Summary Document if any TIP conditions are listed in the Heads of Terms. All TIP conditions must be met **before funding can be released**.

TIP conditions table: Heart of Greenstead
17. TIP improvement condition Set out TIP improvement conditions as agreed in Heads of Terms
No conditions were originally set for the Business Case. However: Liveable Neighbourhood was (at TIP submission) a stand-alone project in its own right. As Liveable Neighbourhood has now become an element of the Heart of Greenstead business case, for completeness, a response against the original conditions that were set for Liveable Neighbourhood are provided here: For Liveable Neighbourhood: <ul style="list-style-type: none">○ <i>Quantified outputs and outcomes need to be specified for this project for it to be taken forward</i>
18. Evidence Provide evidence of how conditions have been addressed
Please note that the current Liveable Neighbourhood programme, included within the Heart of Greenstead project, has now been reduced to £300k, down from the £2.1m original scheme included at TIP. It should also be noted, therefore, that the £300k being sought from the Towns Fund will provide the funding to shape the opportunities for a longer-term detailed planning proposal and bid(s), which can then be submitted when future funding opportunities become available. This proposal is to deliver the early phases of a Liveable Neighbourhood programme including initial feasibility, design and engagement, in the evolution of the Greenstead Liveable Neighbourhood. The measurable Outputs and Outcomes listed below relate to the longer-term programme, and not to this bid, which is only for the development of this 'Blueprint' of future opportunities. Outputs <ul style="list-style-type: none">• Improved conditions for walking and cycling To be measured by available 'comfort assessment tools' such as 'Pedestrian and Cycling Comfort Guidance' and 'Pedestrian and Cycling Level of Service.'• Improved pedestrian crossings The plan is to provide a number of improved crossings, the final number of which will be dependent on the 'discovery phase' of the programme conducted with the local community and could result in anywhere between 4 and 20 sets of improvements. The actual number delivered can clearly be measured.• Additional cycle parking Several Sheffield Stands, cycle hoops or other parking devices will be provided, at the new community hub and other key sites. At a minimum, it is believed that 20

stands will be provided, but the actual number will be based on available costs and local community requirements. Again, the number can clearly be measured.

- **Low traffic neighbourhood**
The intent is to introduce a low traffic neighbourhood, so this will be a simple measurable – ‘yes.’
- **School streets**
The intent is to introduce school streets around the two main schools in Greenstead -Colchester Academy and Hazelmere Junior School. Depending on local community agreement, the number of streets could be up to six. Again measurable.
- **Modal filters**
The intent is to introduce modal filters at key points within Greenstead. Depending on local community agreement, the number of filters could be up to four. Again measurable.
- **Improved public realm**
One of the main thrusts of the programme is to significantly improve the public realm, especially around the centre of Greenstead adjacent to the Community Hub. Although this will be public perception, it should not be difficult to provide a simple ‘yes’ statement.
- **Active travel hub**
The intent is to introduce an active travel hub linked to the Community Hub, so this will be a simple measurable – ‘yes.’
- **Green infrastructure**
Essex have developed a ‘Green Infrastructure Strategy’ which has been developed with Natural England. The guidance contained within this strategy provides clear measurables.

Outcomes

- **Improved air quality**
Along with other major towns in Essex, Colchester produces annual Air Quality Status Reports, so all aspects of air quality - NO₂, PM_{2.5}, PM₁₀ etc are measured and reported on annually.
- **More people travelling sustainably**
As part of the Active Travel monitoring and evaluation programme, Vivacity cameras are being installed in key locations around Colchester. These cameras will allow us to obtain before and after data for pedestrians and cyclists at key points.
- **Less congestion**
Network traffic flows can be obtained through Teletrac and analysed for comparison with other years.
- **Links to LCWIP schemes**
A clear measurable with a ‘yes’ answer.

- Links to Heart of Greenstead regeneration programme
A clear measurable with a 'yes' answer.
- Improved community resilience
The Active Travel monitoring and evaluation programme provides an analytical framework including key indicators for measurement
- Enhanced mobility choices
This can be measured through resident surveys and compared with prior data.
- Improved safety
Regularly provided police collision data can provide safety information and allow analysis with prior years.

Whilst specific outputs and outcomes (drawn from above) will not be prepared until the development of the Blueprint; our intention is to include a number of these features (see 'outputs') which will generate outcomes including those indicated.

19. Name of the Town Deal Board Chair & signature

Name of the Town Deal Board: 'We are Colchester' (Colchester Town Deal) board.

Chair's name and signature: Simon Blaxill

Date: 24/03/2022

20. Lead Local Authority's name & signature of the Chief Executive Officer or S151 Officer.

Name of the lead Local Authority: Colchester Borough Council.

Job title: Chief Executive

Name and signature: Adrian Pritchard

Date: 24/03/2022

Part 1: Project Summary Document

Towns should complete this for each project.

Summary Document table
46. Project name: Town Centre 5G - Connected Tourism
47. Heads of Terms project conditions <ul style="list-style-type: none">– Actions taken to address any conditions attached to the project in the Heads of Terms, where applicable.– Where the condition was to provide a delivery plan please input in the section below (no.9) and/or attach to this document.
No conditions were attached for this scheme.
48. Business case appraisal Provide details of how the business case has been appraised including: <ul style="list-style-type: none">– business case type– any internal or external assurances
<p>Proportionality testing concluded that this business case must be prepared at the <u>medium to high</u> level of detail and granularity. Whilst the projects GDV is low at £872,586, the project is relatively novel/innovative with reliance on 5G and other technologies which are relatively immature, and the partnership arrangements and governance methods to manage and operate this scheme will also be new, rather than established.</p> <p>The business case type is a standard five-case "Green Book" model as approved by the OBR for local authority-led and Central Government-funded infrastructure deployments. The business case is presented as a considered set of technical options with an underlying decision tree to be used in conjunction with further stakeholder engagement. These options have been assessed for their commercial viability and commercial/economic outcomes, as well as the deployment viability.</p> <p>The business case has been developed in close cooperation with a number of leading industry specialists. These include:</p> <ul style="list-style-type: none">• An overall viability assessment, based on careful market research and two preceding engagements with relevant internal stakeholders, conducted by specialist consultants.• An assessment of economic and commercial viability, and likely commercial outcomes, conducted by specialists with a relationship with DCMS and Central Government.• An assessment of the potential of the initial deployment to attract follow-on investment from the Mobile Network Operators (MNOs), conducted by a leading investor.• A view from Central Government provided by Ed King, the 5G Creative Technical Lead at DCMS. Ed has shaped the overall government approach to 5G trial and testbeds in the UK and will remain a key figure in the content-generation elements of the Colchester project. <p>The strategic case presents a range of five overall options for the focus of the project. From this Option 3 – 'Tourism use case' was selected: this use case having sparked the greatest interest among those interviewed particularly given the extent of Colchester's unique Roman heritage.</p> <p>Based on this selected strategic option, the economic case then identifies a range of different levels of technical sophistication ranging from 0 (do nothing) through to 5 (best in breed). Option 4: 'Intermediate private 4G/5G AR/VR experience' is then selected and forms the basis of the remainder of the business case.</p>

The financial case then develops option 4 further, presenting two scenarios based on different levels of income generation. **Scenario 1 (Castle and Walls)** is selected as this is the most realistic at this time, but the scope remains to pursue Scenario 2 (broadening the project to other attractions such as the Roman Circus) depending on the successful take up of the project in its initial years of operation and its commercial returns.

The project is felt to carry a low financial risk to the authority as it is not reliant on co-funding from other sources, and can be implemented as soon as the Towns Fund contribution is confirmed.

A range of internal and external assurances have been obtained, through a robust five step approach to business case appraisal.

1.Project Manager/Lead appraisal. The Business Case has been **appraised by Project Managers/Leads** from the Accountable Body (Colchester Borough Council) and delivery partner (Essex County Council). Throughout the process, Section 151 Officer has had 'on demand' access to the business case, so that changes and improvements could be made in an iterative manner.

2.Independent check and challenge. It has also been subject to **independent third party drafting and review**, including tailored comments and a '**flying review**' having regard for other Colchester Town Deal project business cases to ensure dependencies and synergies were identified.

3.Political challenge. The Business Case has in turn been **reviewed and ratified by the Accountable Body's internal and political governance forums.**

4.Section 151 Officer approval. The Business Case has, with the above check and challenge in mind, been **reviewed and ratified by the Accountable Body's Section 151 Officer.**

5.Independent Board ratification. The business case has been **ratified by the independent We Are Colchester Board.**

49. MHCLG capital (CDEL) 5% payment

Main activities, if applicable:

The 5% payment has been used to fund the development of a comprehensive business case setting out the technical options for the project, its independent assessment conducted to date, and the overall project management of this workstream undertaken by Colchester Amphora Trading Ltd.

50. Quantified benefit-cost ratio/value for money (e.g. Benefit Cost Ratio or Net Present Social Value)
A quantified benefit-cost ratio should be provided. If it has not been generated, a summary of evidence used by the S151 Officer to demonstrate value for money should be stated.

Independent assessment has provided the following calculations based on the project options selected within the strategic and economic cases of this business case:

NPV of project -£251,000

PV of Additional Economic Impact £1,121,000

NPV: Economic Benefit £869,000

Benefit Cost Ratio 1.23:1

51. Deliverability

Will this project still be delivered within the Towns Fund timeframe? (Y/N)

We confirm the project will be delivered within the Towns Fund timeframe. It will continue to be delivered beyond March 2026; however the core scheme will be fully up and running and operational from August 2023.

52. Delivery plan
Including details of:

- timescales and key milestones
- partnerships
- interdependencies
- risks and mitigation measures (if not provided above).

The key parameters of the scheme are as follows:

1) High-level timeline: see 'Timescale/Key Milestones' in the management case.

Timescales/Key Milestones (based on DLUHC funding decision/award July 2022)

- August 2022: Further market engagement
- September-October 2022: Tender documentation preparation
- November 2022: Issue Contract Notice and ITT
- February 2023: Evaluation Process and Confirmation of Preferred Bidder
- April 2023: Launch of Project Build Phase
- August 2023: Completion of Build Phase and public launch of project.

2) Financial deliverability (see financial case within this business case).

The key financial dimensions for the 5G: Connected Tourism project are as follows, based on option 3,4 scenario 1 (5G Tourism / 'Intermediate' 4G/5G with Artificial Reality / Virtual Reality (AR/VR) / Castle and Town Walls only):

2a) Overall project cost headings:

(All in £ unless otherwise stated) ¹	5-year cost GBP
Platform & Content Costs (see 11a for breakdown)	571,000
Operating Costs	229,000
Refresh and upgrade costs	50,000
Central programme overheads for Town Deal	22,586
TOTAL OUTLAY (project cost)	872,586
Contingency (3%)	27,414
Total Town Deal Allocation	900,000

Detailed 5-year spend and funding profile follows on next page.

2b) Funding and spend profile for chosen scenario:

	EOP	2022	2023	2024	2025
	PERIOD	0	1	2	3
	YEAR	2022	2023	2024	2025
Annual Visitors Projection	#	63,213	120,899	121,178	120,899
Existing Visitors Taking AR/VR Tours	#	6,321	12,090	12,118	12,090
New Visitors	#	3,161	6,045	6,059	6,045
REVENUE					
AR/VR Tour Price	£	3.50	3.50	3.50	3.50
Castle Entry Price	£	10.95	10.95	10.95	10.95
Additional Revenue from Existing Visitors	£	22,125	42,315	42,412	42,315
Additional Revenue from New Visitors	£	45,672	87,350	87,551	87,350
TOTAL REVENUE	£	67,796	129,665	129,963	129,665
COSTS					
Platform Costs	£	-271,000	-	-	-
Content Costs	£	-300,000	-	-	-
Refresh Costs	£	-	-	-15,000	-
Upgrade Costs	£	-	-	-	-35,000
Central Programme Overheads	£	-3,057	-4,815	-4,864	-4,905
Operating Costs	£	-	-45,800	-45,800	-45,800
TOTAL COSTS		-574,057	-50,615	-65,664	-85,705
AUTHORITY NET POSITION					
BOP		-	393,739	472,789	312,088
Authority Funding	£	900,000	-	-	-
Total Costs	£	-574,057	-50,615	-65,664	-85,705
Total additional Revenues	£	67,796	129,665	129,963	129,665
AVAILABLE DEVELOPMENT CAPITAL		393,739	472,789	537,088	356,048
Potential Phase 2 Project1	£	-	-	-225,000	-
Potential Phase 2 Project2	£	-	-	-	-225,000
Potential Phase 2 Project3	£	-	-	-	-
NET AUTHORITY POSITION (EOP)		393,739	472,789	312,088	131,048

Continued on next page:

Funding and spend profile (continued):

	EOP PERIOD YEAR	2026	2027	TOTAL
		4	5	
		2026	2027	
Annual Visitors Projection	#	120,899	120,899	667,989
Existing Visitors Taking AR/VR Tours	#	12,090	12,090	66,799
New Visitors	#	6,045	6,045	33,399
REVENUE				
AR/VR Tour Price	£	3.50	3.50	3.50
Castle Entry Price	£	10.95	10.95	10.95
Additional Revenue from Existing Visitors	£	42,315	42,315	233,796
Additional Revenue from New Visitors	£	87,350	87,350	482,622
TOTAL REVENUE	£	129,665	129,665	716,418
COSTS				
Platform Costs	£	-	-	-271,000
Content Costs	£	-	-	-300,000
Refresh Costs	£	-	-	-15,000
Upgrade Costs	£	-	-	-35,000
Central Programme Overheads	£	-4,945	-	-22,586
Operating Costs	£	-45,800	-45,800	-229,000
TOTAL COSTS		-50,745	-45,800	-872,586
AUTHORITY NET POSITION				
BOP		131,048	34,968	
Authority Funding	£	-	-	900,000
Total Costs	£	-50,745	-45,800	-872,586
Total additional Revenues	£	129,665	129,665	716,418
AVAILABLE DEVELOPMENT CAPITAL		209,968	118,832	743,832
Potential Phase 2 Project1	£	-	-	-225,000
Potential Phase 2 Project2	£	-	-	-225,000
Potential Phase 2 Project3	£	-175,000	-	-175,000
NET AUTHORITY POSITION (EOP)		34,968	118,832	118,832

3) Outputs

The key project output specified in Colchester's 2020 Town Investment Plan (TIP) is the delivery of 5G deployment / infrastructure in Colchester Town Centre. This requirement has been met through the initial deployment of 5G within the associated Digital Working Hub project (please see business case for Digital Working Hub for details).

Outputs and outcomes for the 5G: Connected Tourism scheme are as follows:

Long term Impact	Medium Term Outcomes	Short term Outputs
Build on the Borough's economic development strategy to be future proof and digitally enabled.	Adoption of 5G and other emerging technologies within Colchester Borough Council to increase productivity, reduce spend, improve service delivery, and support environmental and social impacts.	Reduce barriers for private investment in 5G, particularly small cells.
Enhance and accelerate the availability of world class connectivity across Colchester.	Increased awareness, knowledge, and awareness of the benefits of 5G	Demonstrate Return on Investment (RoI) for tourism use case.

	and advanced technologies among business community.	
Stimulate inward private investment in digital infrastructure and similar e.g., 6G technologies.	Increased use of 5G and technology to enhance the people experience for visitors to the Borough.	Enhance perception of the benefits of 5G and the role of technology within Colchester.
Public sector benefits and wide adoption of technology and 5G to achieve business outcomes.	Rollout of enhanced technology experience to multiple visitor attraction sites.	
Wide scale adoption of 5G and other technologies across industry sectors to enhance business outcomes.	Prove sustainability of 5G and technology enabled tourism cases.	
To be known as a leader and early adopter of innovative technologies.		
To have developed an ecosystem around future technology and 5G.		

Key Indicators	Key indicators
<p>Improved 5G coverage and speed statistics</p> <p>More than two mobile operators present in the borough</p> <p>Visible evidence of small cell deployments and technology sector engagement</p> <p>Adoption of 5G / Internet of Things use cases across broad range of Council services</p> <p>Increase in the number of numbers of pioneering technology businesses investing and relocating to Colchester</p> <p>Increased investment in technology research and industry collaboration and formation of 'tech hubs'</p> <p>Business announcements on 5G and IoT investments and trials</p> <p>Increase in technology related jobs being advertised</p>	<p>Adoption of 5G and technology-based use cases (with demonstrable RoI cases) across a small range of Council services e.g., social housing, roads/lighting etc.</p> <p>AR/VR tourism use case is rolled out to other sites with enhanced features and capabilities</p> <p>Increase in technology related business enquiries to COLBEA</p> <p>Reduced or no public subsidy required to invest in 5G or other technologies</p> <p>Increase in geographical area being considered for enhanced 5G coverage by neutral host provider</p> <p>Neutral host provider supports multiple mobile network operators (MNOs)</p>
<p>Neutral host provider commits to investment in small cells or enhanced 5G coverage to proposed site with support at least one mobile network operator (MNO)</p> <p>Use case able to generate reasonable and sustainable revenue streams</p> <p>Reduced number of enquiries to members regards the safety of 5G</p>	<p>Implemented tourism use case</p> <p>Increase in AR/VR use case usage and take up statistics at deployed sites</p> <p>Evidence of small cell deployment at proposed sites</p>

4) Partnerships

A Project Board has been created in accordance with the Council's Governance and Audit Committee Procedure Rules, with the project delivered primarily by Colchester Amphora Trading, overseen by CBC,

with additional technical, financial and commercial support from CBC and external advisors as needed. The external advisors will be required for the delivery phases of the project and will be selected for their skills and knowledge in (a) the telecoms sector and market, (b) technical knowledge of 5G solutions, (c) delivery and measurement of the outcome of telecoms infrastructure projects.

5) Interdependencies

The primary interdependence in this project relates to the timely completion of the underlying required infrastructure, which is an in-build, large fibre optic infrastructure covering the town centre footprint. This infrastructure is due for completion by August 2023.

Effective links have been made and will be developed further between this project and a number of other Town Deal projects within Colchester's programme. This includes both the other two digital programmes (digital working hub, digital skills hub), a number of Town Centre projects and Transforming Youth Facilities.

6) Risks and Mitigation Measures

Key risks at the current time are identified as:

Technology: The technology and proposed content are underwhelming and do not deliver the end user experience required to generate interest. Mitigation is to initiate an ambitious vision for what the project should deliver, assessed against technical and commercial criteria.

Costs: Supplier costs are greater than those estimated by the business case. Mitigation is close control over the scope of the deliverables and timely monitoring of their levels.

Revenues: There is less interest in the AR/VR experience, resulting in less footfall and lower ticket sales than those proposed by the financial scenarios. Mitigation will be careful thought to publicity and awareness-generating activities.

Social: Consumers do not appear ready to embrace AR/VR and 5G-enabled experiences. While we believe this risk is low, mitigation overlaps strongly with the steps taken under "Revenues".

Economic: The tourism economy due to Covid-19 does not recover meaning restrictions limit access to the AR/VR experience. Mitigation strategies include the development of other commercially and technically viable real-life use applications of the underlying infrastructure.

53. Town Deal Board Chair name & signature

Name of the Town Deal Board: We are Colchester (Colchester Town Deal Board)

Chair's name and signature: Simon Blaxill

Date: 24/03/2022

54. By signing, I agree that:

26. The business case, in a proportionate manner, is Green Book compliant.
27. The 5% early capital (CDEL) has been included in the Town Fund project costs across the programme.
28. This project and expenditure represent value for money, including the 5% early capital (CDEL) provided.
29. Project-level Equality Impact Assessments such as Public Sector Equalities Duty and/or Environmental Impact Assessments have been undertaken.
30. For final submission - programme-level Public Sector Equality Duty assessment has been undertaken by the accountable body.

Name of the lead Local Authority and signature of the Chief Executive Officer or S151 Officer

Name of the lead Local Authority: Colchester Borough Council

Job title: Section 151 Officer

Name and signature: Paul Cook

Date: 24/03/2022

Part 2: Town Investment Plan (TIP) conditions

Towns are **only** required to submit this with the **first batch** of Summary Document if any TIP conditions are listed in the Heads of Terms. All TIP conditions must be met **before funding can be released**.

TIP conditions table: 5G / Connected Tourism
21. TIP improvement condition Set out TIP improvement conditions as agreed in Heads of Terms
None set
22. Evidence Provide evidence of how conditions have been addressed
N/A
23. Name of the Town Deal Board Chair & signature
Name of the Town Deal Board: We are Colchester (Colchester Town Deal Board) Chair's name and signature: Simon Blaxill Date: 24/03/2022
24. Lead Local Authority's name & signature of the Chief Executive Officer or S151 Officer.
Name of the lead Local Authority: Colchester Borough Council Job title: Section 151 Officer Name and signature: Paul Cook Date: 24/03/2022

Part 1: Project Summary Document

Towns should complete this for each project.

Summary Document table
55. Project name: Colchester Walking and Cycling Links (Town Centre to Greenstead and University)
56. Heads of Terms project conditions <ul style="list-style-type: none"> – Actions taken to address any conditions attached to the project in the Heads of Terms, where applicable. – Where the condition was to provide a delivery plan please input in the section below (no.9) and/or attach to this document.
<p>None.</p>
57. Business case appraisal Provide details of how the business case has been appraised including: <ul style="list-style-type: none"> – business case type – any internal or external assurances
<p>The business case for Colchester Walking and Cycling Links (Town Centre to Greenstead and University) is 'standard track' as opposed to 'fast track', meaning that it is being submitted to a March 2022 deadline rather than an accelerated timetable. In turn, funding is expected to be drawn down in accordance with the financial profile provided in June 2021.</p> <p>Proportionality has been applied, drawing on Towns Fund best practice guidance, together with a Project Owner/Lead assessment of general requirements along with a considered specific view of each of the 5 Cases making up the whole Business Case (Strategic, Economic, Financial, Commercial and Management Cases).</p> <p>This concluded that a less detailed Business Case would be appropriate. Whilst there are synergies to be optimised with other projects (Heart of Greenstead, Town Centre, Transformed Youth Facilities), and clarifications to be obtained around funding for 'non-Town Deal' walking and cycling routes (Section 106, Essex County Council), this should be a straightforward 'bricks and mortar' project to deliver, particularly as the key cycle route LCWIP4 is already established, notwithstanding uncertainties around materials costs, and some political challenge.</p> <p>However, for the purposes of comprehensive planning and assurance, the decision was taken to take a more detailed approach.</p> <p>This project provides coherent walking and cycling infrastructure addressing current deficits. It physically links the town, Greenstead and the University together making travel by the greenest, healthiest option also the best most attractive, convenient and natural choice.</p> <p>Doing nothing would involve leaving the current footway / cycleway as a discontinuous route with poor quality surfaces. Potential users may be put off from using the current route and look to find alternative longer and less safe alternative routes and are likely to continue to choose to travel by car for short journeys instead of cycling or walking.</p> <p>Because of the extensive work required, it would not be possible to fund the scheme from e.g., S106 funds and government money is the only way forward to deliver the improvements required.</p>

There are currently inconsistent links between the Town Centre, Greenstead and the University. Improving the accessibility and permeability of these key places is crucial to the town's development and renewal. Joining them up in a coherent way is vital to building the local skills base, integrating the town to the campus and adding value to the student experience.

This project provides a safe, attractive and fast cycling link between the Town Centre, Greenstead and the University.

There are several drivers for this project. The town has a prestigious and growing university, with a young, skilled population providing a source of economic potential (36% of Colchester residents have NVQ4+ qualifications, 33.5% in Essex; 4% have no qualifications, 8% in Essex). However, there are local transport challenges, especially between the most deprived areas and emerging employment centres, and this has been identified as a key weakness.

The project includes investment in high-quality walking and cycling infrastructure, including a new or upgraded 2.96kms route corridor, linking into other walking and cycling corridors and the improved facilities in the town centre such as additional cycle parking. This will ensure significantly easier, safer, faster and more attractive cycling routes serving these priority communities, doubling of local journeys by walking and cycling modes (and corresponding reduction in car movements), improvement in number of residents who increase/maintain their physical fitness, improved air quality, increase in local spend as people travel short distances sustainably and shop locally. Inequalities are tackled effectively improving wider social and economic outcomes, focusing on areas of deprivation, families, older people and those with poor mental health. Reduced car movements will lead to improved air quality, reduced traffic congestion and will form a key and visible step towards climate change mitigation.

Coupled with the wider investments in Greenstead, this project joins the suburb and the town centre in a coherent way; providing vital enabling infrastructure to help the residents of this neighbourhood participate socially and economically. Students at the University of Essex will be provided with an attractive and safe travel option, adding value to the student experience and supplementing the planned Rapid Transit System. The link will also form the first part of a route to the nearby planned garden community to the East of Colchester.

Engagement feedback from the community in support of this project includes:

“I would love to cycle more with the family, but the local roads are not safe for children on bikes. I wish we could learn from the Dutch model of having cycling paths on most roads which are physically separated from the road.”

“I know of many more people who say they would prefer to cycle but are fearful of traffic driving too close or riding around a busy roundabout.”

Colchester is an historic market town and the largest settlement within the borough of Colchester in the county of Essex, in south eastern England. Colchester occupies the site of what was Camulodunum, the first major Roman city in, and sometime capital of Roman Britain. Colchester lays claim to be Britain's oldest recorded town.

The borough houses a large university of approximately 8,000 students and is also home to a garrison with capacity for approximately 4,000 military personnel.

Colchester is a modern, growing and thriving town with a historic and highly constrained urban transport network, but, with significant growth happening and planned, it requires a sustainable transport network which can accommodate the growth, support the town centre economy and mitigate serious air quality issues in the town centre areas.

The town has already benefited from a range of cycling initiatives. Building on the strong foundation of the Colchester Cycle Demonstration Town, which saw an increase of 19% in cycle

numbers at monitored sites between 2007 and 2011, we have prioritised one significant Local Cycling and Walking route to instigate a further transformational step-change in active mode provision.

In Colchester, there is an extensive walking network with approximately 15,900 people (7,600 dwellings) within an 800m walking distance of the town centre and there is a cycle network serving the town centre from all directions, with a mixture of on and off-road routes. Historical barriers to cycling have been improved with new shared-use bridges across the river to the North and across Balkerne Hill to the West, with cycling allowed through subways under the main roads to the South and West. However, more needs to be done.

In recent months, the COVID-19 crisis has changed how and why people travel, introducing new habits and norms that would not have been the case just a couple of years ago. As we move forward beyond COVID-19, we need to ensure Colchester remains a destination of choice and can maintain its status as an employment, leisure and residential centre for the region. Against this backdrop, and the effects that COVID-19 has had on commuting patterns, it is essential to provide corridors for those people needing to access the town centre, particularly from the East and the University. Currently, there is no logical cycling route from the east side of the town and University into the town centre.

It should also be noted that LCWIP 4 passes through or adjoins two AQMA areas – one around the junction with Brook Street and secondly at East Street.

Colchester is one of the fastest growing towns in the country. Over the period 2001-2023, Colchester has allocated land for 19,000 new houses, and is on schedule to deliver this target. The adopted plan for Colchester also proposes the creation of 14,000 new jobs over the same period. The key challenge facing Colchester is accommodating housing and economic growth in the most sustainable way.

The town centre is the major employment area for Colchester, providing approximately 20,000 jobs. The centre of the town is already a major regional shopping area, but will also see substantial growth, with 2,000 new homes and increases in office and retail floorspace of 40,000m² and 67,000m² respectively. Maintaining reliable access across Colchester and throughout the town centre is essential for employment and other town centre opportunities, such as further education, retail and leisure.

Congestion levels in Colchester are negatively affecting the local economy, especially at key pinch points. These pinch points restrict traffic flows between west and east Colchester, through the town centre, and across the rest of the town, and lead to unreliable journey times, late deliveries and network gridlock. In addition to this, air quality is a significant problem in Colchester and the town centre has a declared Air Quality Management Area in a sector of the town that exceeds pollution limits because of transport emissions. The Essex Business Survey (2010) found that 35% of businesses are concerned about local traffic congestion, with the road / transport network being identified as a priority for investment.

Ideally, improvements are required before the next tranche of major development – the new garden community to the east of the town, hence the reason for the funding request now.

A range of internal and external assurances have been obtained, through a robust five step approach to business case appraisal.

1.Project Manager/Lead appraisal. The Business Case has been **appraised by Project Managers/Leads** from the Accountable Body (Colchester Borough Council) and delivery partner (Essex County Council). Throughout the process, Section 151 Officer has had 'on demand' access to the business case, so that changes and improvements could be made in an iterative manner.

2.Independent check and challenge. It has also been subject to **independent third party drafting and review**, including tailored comments and a '**flying review**' having regard for other Colchester Town Deal project business cases to ensure dependencies and synergies were identified.

3.Political challenge. The Business Case has in turn been **reviewed and ratified by the Accountable Body's internal and political governance forums**.

4.Section 151 Officer approval. The Business Case has, with the above check and challenge in mind, been **reviewed and ratified by the Accountable Body's Section 151 Officer**.

5.Independent Board ratification. The business case has been **ratified by the independent We Are Colchester Board**.

58. MHCLG capital (CDEL) 5% payment

Not applicable.

59. Quantified benefit-cost ratio/value for money (e.g., Benefit Cost Ratio or Net Present Social Value)

A quantified benefit-cost ratio should be provided. If it has not been generated, a summary of evidence used by the S151 Officer to demonstrate value for money should be stated.

The Colchester Walking and Cycling Links (Town Centre to Greenstead and University) business case demonstrates **good value for money** with an adjusted **Benefit Cost Ratio of 2.26:1**.

A range of options were considered in appraisal, with an analysis of Monetised Costs and Benefits, Congestion benefit, Infrastructure maintenance, Accident, Local air quality, Noise, Greenhouse gases, reduced risk of premature death, Absenteeism, Journey ambience, Indirect taxation, Government costs, Private contribution, Present Value Benefits and Present Value Costs indicating a High Benefit Cost Ratio (a BCR of 2.26 and a Net Present Value of £7.527m).

Results

Congestion benefit	905.132
Infrastructure maintenance	1.826
Accident	56.015
Local air quality	6.798
Noise	3.734
Greenhouse gases	13.477
Reduced risk of premature death	6,487.543
Absenteeism	810.311
Journey ambience	5,234.307
Indirect taxation	-29.100
Government costs	5,961.593
Present Value of Benefits (PVB)	13,488.219
Present Value of Costs (PVC)	5,961.593
Benefit to Cost Ratio (BCR)	2.26:1
Net Present Value (NPV = PVB-PVC)	7,526.626

Maximising social value

During the development of the project, the opinions of all interested parties and stakeholders will be considered for the proposed scheme. This ensures that proposed actions will have been

considered against the economic, social and environmental well-being of the residents or persons affected.

60. Deliverability

Will this project still be delivered within the Towns Fund timeframe? (Y/N)

Yes.

61. Delivery plan

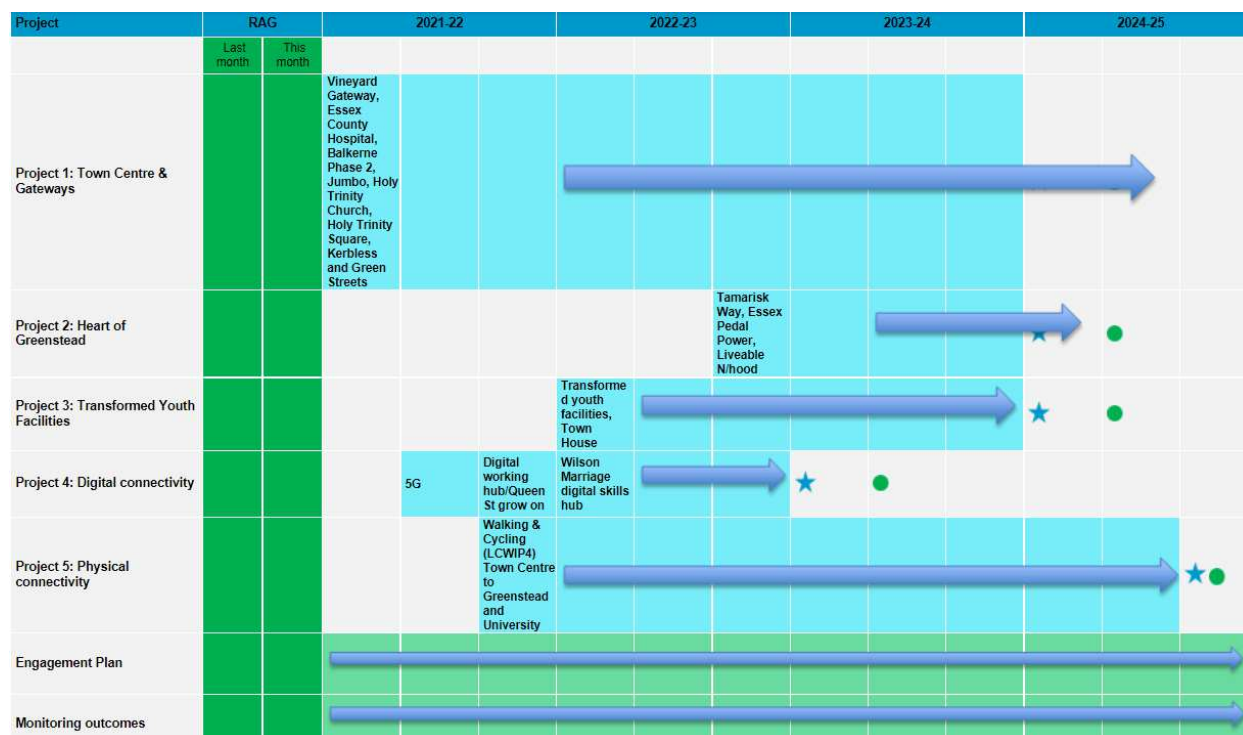
Including details of:

- timescales and key milestones
- partnerships
- interdependencies
- risks and mitigation measures (if not provided above).

Key dates

Project Milestone	Indicative Date
Preliminary design - Phased	June 2021 to August 2024
Detailed design - Phased	January 2022 to February 2025
Tender - Phased	March 2022 to March 2025
Construction - Phased	May 2022 to December 2025
End construction	March 2026

A high-level overview of timescale and key milestones for Walking and Cycling, in the wider context of Colchester's Town Deal Programme of work, can be found below:



The capital element of this project will be delivered between May 2022 (FY 2022/23) and December 2025 (FY 2024/25), with revenue expenditure for design work in 2021/22.

The project will be delivered in accordance with Financial Profile information submitted.

Project	RDEL/ CDEL	20/21 (£)	21/22 (£)	22/23 (£)	23/24 (£)	24/25 (£)	25/26 (£)	Total (£)
	RDEL	0	144,168	£0	0	0	0	144,168
	CDEL	0	58,300	800,343	945,905	921,408	13,245	2,739,201
G: Walking & Cycling Links	Total	-	202,468	800,343	945,905	921,408	13,245	2,883,369

Partnerships

The project is led by Essex County Council, supported by the Accountable Body, Colchester Borough Council. The project lead has identified and is actively engaging with a range of stakeholder groups and individuals.

Delivery partners

Partner	Nature of involvement
Colchester Borough Council	Through the Towns Fund and the 'We Are Colchester' Board, financial, operational, programme management and project direction
Essex County Council	Support for scheme
Essex Highways	Responsible for design, management and coordinating delivery of all highway and cycling schemes in Essex
Ringway Jacobs and partners	Responsible for constructing scheme

Essex

Essex Climate Action Commission

The Essex Climate Action Commission (ECAC) was set up to advise about tackling climate change. The commission will run for two years initially and make recommendations about how to improve the environment and the economy of Essex:-

- identify ways to mitigate the effects of climate change, improve air quality, reduce waste across Essex and increase the amount of green infrastructure and biodiversity in the county
- explore opportunities to attract investment in natural capital and low carbon growth.

The Commission has looked at six different subject areas in relation to climate change:-

- Adapting to an already changing climate
- Transport
- Built environment
- Land use and green infrastructure
- Energy and waste
- Community engagement.

Special Interest Groups were established for each area and groups meet on several occasions to collate and review evidence and develop recommendations for changes. The aim of this consultation is to understand the views of Essex residents on the recommendations put forward by the Commission.

Following a review of the Essex Future Energy Scenarios and Pathways to Net Zero work, the ECAC expressed a desire to follow a more ambitious timeline and potentially achieve Net Zero earlier than 2050.

Everyone's Essex

Essex has developed a plan for levelling up the county from 2021 to 2025.

Essex will:-

- renew the Essex economy, because prosperity is the best pathway to a good life. Businesses will be supported as they seek to recover the ground lost by the pandemic and create the jobs that underpin wellbeing
- seek equality so that opportunity is more fairly distributed across Essex – we want all residents to be able to maximise their potential
- be as ambitious for the people of Essex as the people of Essex are for themselves and their families.

Alongside these themes – Renewal, Equality, Ambition – that run through everything, the focus will be on four areas where outcomes really matter for the quality of life of residents. They are:-

- the economy
- the environment
- children and families
- promoting health, care and wellbeing for all the parts of the population who need support.

In focusing on these areas and by addressing today's challenges, work will begin to tackle tomorrow's.

Essex Local Transport Plan

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

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

Essex Transport Policy

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

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

- Provide sustainable access and travel choice for Essex residents to help create sustainable communities.

Future of Essex Strategy

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

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

The provision of Local Cycling and Walking Infrastructure Plans (LCWIPs) is strongly aligned with the 'Future of Essex' priority of enhancing sustainable transport, thereby tackling congestion on our roads and providing transport options for those who cannot afford a car.

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

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

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

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

Greater Essex Growth and Infrastructure Framework (2016-2036)

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

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

ECC Organisational Strategy Commitments 2021-2025

Strong, Inclusive and Sustainable Economy

- 1: Good jobs
- 2: Levelling up the economy
- 3: Infrastructure
- 4: Future growth and Investment
- 5: Green Growth

High Quality Environment

- 6: Net zero
- 7: Transport and built environment
- 8: Minimise waste
- 9: Levelling up the environment
- 10: Green communities

Health, wellbeing and independence for all ages

- 11: Levelling up health
- 12: Healthy lifestyles
- 13: Promoting independence
- 14: Place-based working
- 15: Carers

A good place for children and families to grow

- 16: Education outcomes
- 17: Levelling up outcomes for families
- 18: Family resilience and stability
- 19: Safety
- 20: Outcomes for vulnerable children

Essex Cycle Strategy (2016)

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

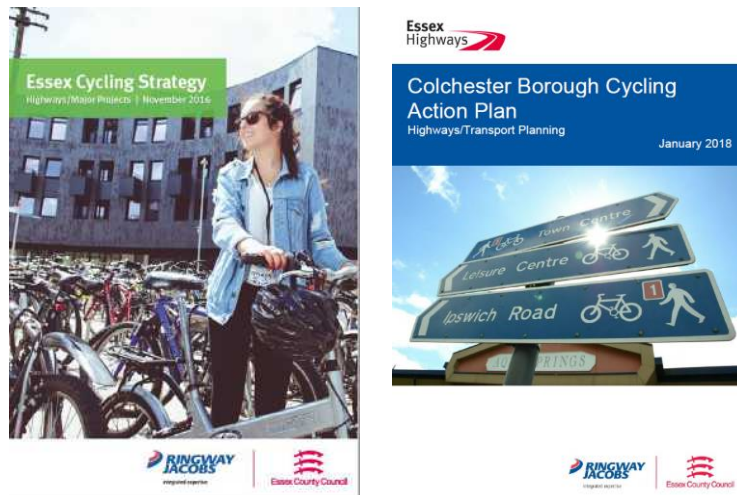
Specifically, it commits to:-

- Establish a coherent, comprehensive and advantageous cycle network in every major urban area, utilising a combination of on-carriageway and off-carriageway cycle facilities;
- Ensure each Borough / District has an up-to-date cycling action plan (renewed every 5 years);
- Provide well placed and high-quality cycle parking at key public destinations such as town centres, leisure facilities and railway stations;
- Ensure that all new housing includes secure and easily accessible cycle storage and that new secure cycle storage is facilitated in existing housing developments;
- Ensure that cycling is prioritised over motorised transport in all new developments – making it easier to carry out short trips by bicycle than by car. Cycle routes within commercial and residential developments will be more direct and convenient than car routes and will connect in to existing cycling infrastructure on leaving the site;
- Prioritise more frequent and good maintenance of our cycle network;

- Provide a clear and consistent standard of good quality, well placed cycle signage – to an appropriate density, with provision of journey times as well as distances (to cater for all audiences) where possible;
- Continue to improve cycle safety at sites with actual and perceived safety problems;
- Develop an improved mechanism for the reporting of safety issues.

Cycling Action Plans

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



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

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

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

Two key commitments of the Essex Cycling Strategy are to:-

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

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

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

Coherent cycle networks will ensure that:-

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

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

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

The aims of the Action Plan are to:

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

Colchester

Colchester Borough Council's Emerging Local Plan 2017-2033

The emerging Local Plan recognises that car currently dominates the way people travel, with the 2011 Census showing that the car represents 55% of all journeys to work in the Borough. The Local Plan will need to manage the continuing pressures of vehicle congestion and parking while developing practical solutions to minimise the need to travel and provide non-car based alternatives to movement around the Borough.

The new Local Plan will set out the built environment strategy for Colchester Borough, informing the future growth of the Borough up to 2033 and beyond.

The focus is to make efficient use of existing infrastructure and to ensure sustainable transport opportunities, especially cycling, are promoted in all new development. Colchester Borough

Council (CBC) have identified that growth in Colchester will require additional transport infrastructure and with relation to cycling this would mean promotion, as well as better integration across transport modes.

Colchester Future Transport Strategy

The Colchester Future Transport Strategy sets out a transport vision for Colchester and provides an overarching set of policy guidelines and objectives against which future projects will be assessed. These objectives put health and well-being at the heart of planning, with a focus on providing a safe and environmentally sustainable transport environment to support economic growth and connectivity across the Borough. Following a period of public engagement in summer 2021, the Strategy will be finalised in winter 2021 / 2022 with the aim of informing the design and delivery of schemes over the next 10-20 years.

Local Plan - Supplementary Planning Document: Colchester Cycling Delivery Strategy 2012

In 2008, Colchester was designated as a Cycling Town. The project enabled CBC, working in partnership with Essex County Council (ECC), to improve the town's cycling network, increase the number of cycle parking spaces and deliver several training and promotional campaigns. CBC wishes to build on this work and the Supplementary Planning Document (SPD) sets out how it intends to do so.

The purpose of the SPD is to:-

- Support sustainable growth in line with the adopted Core Strategy
- Promote the importance of cycling facilities, training and promotional activities
- Ensure the provision of cycle facilities, training and promotion
- Inform developers what can be expected regarding contributions for cycling
- Protect and improve existing cycling facilities
- Attract investment from other sources.

The Cycling Delivery Strategy has already identified the following:-

- The requirement for developers to fund cycle enhancements within any development in Colchester, including the need for advanced stop lines at junctions (ASLs), cycle parking (in line with standards), providing continuous cycle routes which do not have gaps at junctions, signing of routes within development, providing cycle maps and marketing within the development
- The identification of major desirable destinations for cyclists including: Colchester town centre, Colchester rail station, the general hospital, Cuckoo Farm and North Colchester Business Park, Tollgate Business Park and Retail Park, University of Essex, secondary schools and leisure facilities
- The identification of 4 specific cycle zones within Colchester:-
 - North Zone: Highwoods and Ipswich Road
 - North West Zone: West Bergholt and Mile End
 - South and West Zone: Lexden, Boudicca and Garrison
 - East Zone: Wivenhoe Trail and Greenstead / Salary Brook.
- The need to provide new cycle connections between existing routes within the zones to complete the existing network
- Although the SPD focuses on the main routes in the urban area, it recognises that there is a need to link to routes where the destination is further than the urban boundary, for example the National Cycle Network which runs through the Borough

- The need to connect routes as part of development
- The need to create links between zones and within residential neighbourhoods.

Following the production of the 2012 Colchester Cycle Delivery Strategy, several initiatives have been implemented within Colchester, including LEP funding for several additional cycle routes, including:-

- A cycle route along Straight Road in Lexden, operating north / south to the west of the town
- A cycle connection between Straight Road and the A1124 via Heath Road, Beech Hill and an off-road section through Lexden Park
- Enhancements along the A132 to the north east to connect Colchester Business Park with Cowdray Avenue
- Enhancements to cycle routes at Westway / Colne Bank Avenue roundabout
- Cycle connections through Brinkley Grove Park.

Interdependencies

There are identified interdependencies with other Town Deal projects – Town Centre/Gateways and Heart of Greenstead (housing led regeneration in Tamarisk Way, Liveable Neighbourhood and Essex Pedal Power).

It is simpler to optimise project dependencies than to operate in silos. Improving Walking and Cycling links between Town Centre, Greenstead and University provides an opportunity to encourage a modal shift from car journeys – with associated health and climate benefits.

Risks and Mitigations

Delivery of this proposal will have a significant impact on people (both officers and members of the public), community organisations and partners involved. To maintain confidence in delivery, risk management will be conducted at both a programme and project level, with a detailed and up-to-date strategic risk register capturing all key risks, the RAG status, commentary and mitigating actions. The register will be a standing item at project and board meetings to ensure ownership and delivery remains on track. Alongside this, Essex Highways will manage their own internal RAID / RISK register for infrastructure delivery.

The scheme is based on an East-West walking and cycling corridor from Colchester High Street, down East Hill, through the allotments and the Moores and along the current path to Hythe Bridge. It then follows the road network along Greenstead Road to Greenstead Roundabout, along Elmstead Road and onto the University. The scheme will connect with the proposed route of the Rapid Transit System, linking into the new Tendring Colchester Borders Garden Community network and the proposed LCWIP 7 route. When other funding becomes available, further links from LCWIP 4 into the current walking and cycling network will be provided.

It should be noted that:-

- The intent is to deliver a scheme complying with the latest Government cycling regulations LTN 1/20.
- Funding for a West-East cycling corridor, based on LCWIP Routes 3 and 8, was approved through the DfT's Active Travel Fund (ATF) 2 programme. The ATF2 scheme incorporates improvements starting at the junction of Spring Lane, Church Lane with Lexden Road progressing along Lexden Road, Crouch Street, St John's Street, Vineyard Street and Priory Street and ending on East Hill.
- Funding for the western end of LCWIP 4 (High Street and East Hill) was requested through the DfT's Active Travel Fund 3 programme. For completeness, this business case will,

however, cover the complete length of the route, although funding is only requested for the section from East Hill to the University.

Total project value and funding sources

Funding source	Amount (£m)	Status
Towns Fund	£2.950	Dependent on this bid
Active Travel Fund 3	£1.317	Bid submitted to DfT August 2021
ATF 3 – ECC Design	£0.116	ECC contribution - guaranteed
S106	£0.263	Guaranteed
Total project value	£4.646	

62. Town Deal Board Chair name & signature

Name of the Town Deal Board:

We Are Colchester

Chair's name and signature:

Simon Blaxill

Date:24/03/2022

63. By signing, I agree that:

31. The business case, in a proportionate manner, is Green Book compliant.
32. The 5% early capital (CDEL) has been included in the Town Fund project costs across the programme.
33. This project and expenditure represent value for money, including the 5% early capital (CDEL) provided.
34. Project-level Equality Impact Assessments such as Public Sector Equalities Duty and/or Environmental Impact Assessments have been undertaken.
35. For final submission - programme-level Public Sector Equality Duty assessment has been undertaken by the accountable body.

Name of the lead Local Authority and signature of the Chief Executive Officer or S151 Officer

Name of the lead Local Authority:

Job title: **Section 151 Officer**

Name and signature: **Paul Cook**

Date:24/03/2022

Part 2: Town Investment Plan (TIP) conditions

Towns are **only** required to submit this with the **first batch** of Summary Document if any TIP conditions are listed in the Heads of Terms. All TIP conditions must be met **before funding can be released**.

TIP conditions table	
25. TIP improvement condition	Set out TIP improvement conditions as agreed in Heads of Terms
	No conditions.
26. Evidence	Provide evidence of how conditions have been addressed
	N/A
27. Name of the Town Deal Board Chair & signature	
	<p>Name of the Town Deal Board:</p> <p>We Are Colchester</p> <p>Chair's name and signature:</p> <p>Simon Blaxill</p> <p style="text-align: right;">Date:</p>
28. Lead Local Authority's name & signature of the Chief Executive Officer or S151 Officer.	
	<p>Name of the lead Local Authority:</p> <p>Colchester Borough Council</p> <p>Job title: Section 151 Officer</p> <p>Name and signature: Paul Cook</p> <p style="text-align: right;">Date:</p>

