

Cabinet

Item
7(i)

9 March 2022

Report of	Assistant Director Place and Client Services	Author	Matthew Sterling
Title	Colchester Town Deal		
Wards affected	All wards affected		

1. Executive Summary

- 1.1 This report provides an update to Cabinet on Colchester's 'We are Colchester' Town Deal programme and provides the outcome of the development and assessment of Business Cases ahead of the submission of the summary Business Cases to Government.
- 1.2 Colchester has already received an 'accelerated' £1m Town Deal funding which has enabled two key public realm schemes at St Nicholas Square and Balmerne Gate to proceed; these are now entering their final design and construction stages. This report concerns the remaining £18.2m award, including the process of developing business cases, and finally moving to project delivery.
- 1.3 The projects within the Town Investment Plan (TIP) were developed and selected thoughtfully with significant engagement with residents and businesses. The TIP sets out a clear statement of intent for our Town and will help to attract wider and long-term investment in Colchester. The projects in the TIP were outlined in the Cabinet report 10th March 2021 so for expediency details of the specific projects are not replicated here.
- 1.4 Following the announcement of the £18.2m award in March 2021, the Town Deal Board facilitated by the Town Deal programme team undertook a process to prioritise and then confirm all the projects in the programme. The programme team prepared and issued the final confirmation of projects to Government in June 2021.
- 1.5 We have now developed detailed business cases for all projects, including ongoing further engagement. The Council's Section 151 Officer, in his statutory role, has independently assessed the Sustainability, Viability and Value for Money of each business case.
- 1.6 The next stage will be to submit Summaries to Government by 24 March 2022. We would then expect to hear whether our funding is approved during May ahead of starting to draw down funding and moving to the delivery and implementation phase of all projects from Spring 2022 to Spring 2026. Once we have the response from Government, the Council will sign Service Level Agreements with partners who are leading on the delivery of projects to govern the release of monies and delivery of agreed outcomes.

- 1.7 The Summaries for each Business Case are attached as appendices. Cabinet members may wish to review the full Business Cases which are also available online via the links at the end of the report. Please note however that these full Business Cases contain information which is exempt and therefore confidential as they contain information considered commercially sensitive. Cabinet members may wish to review them to inform their decision making but they should be treated as confidential and any reference to their content should be in part B of the meeting.

2. Recommended Decisions

- 2.1 It is recommended that Cabinet:

- a. Confirms Colchester Borough Council's ongoing commitment to the Town Deal Programme in the role of Accountable Body
- b. Notes the findings of the Section 151 Officer's Internal Assurance process for the Town Deal Business Cases.
- c. Approves the Town Deal Business Cases and the Summary Documents
- d. Approves, as the Accountable Body, the Summary Document being submitted to Government on behalf of the independent We Are Colchester Board

3. Reason for Recommended Decision

- 3.1 The completion of Business Cases and the submission to Government of Summary Documents is required to allow the funding awarded to Colchester from the Government's Towns' Fund to be accessed. This funding will enable We Are Colchester's c£19m programme to move into delivery. This programme will boost Colchester's opportunities to realise its economic development, place-making, inward investment, and regeneration ambitions now and on a long-term basis, through delivery of a specific programme of coherent, targeted interventions.

4. Alternative Options

- 4.1 No alternative options have been presented to Cabinet. Town Deal is recognised as a once in a generation opportunity for Colchester, and there are few other current or anticipated sources of funding and investment of comparable size and scope. Some of the interventions included in the Town Investment Plan see Town Deal as the funder of last resort as they are unlikely to attract suitable investment from other sources; and cannot be funded within the Council's resources, particularly in the light of the current financial situation arising from the Covid-19 pandemic.

5. Background Information

- 5.1 In response to the Government's Town Deal Programme; see <https://www.gov.uk/government/publications/towns-fund-prospectus> Colchester was one of 101 English towns invited to prepare and submit a Town Investment Plan (TIP) and bid for up to £25m. In response, Colchester Borough Council (CBC) with Essex County Council and others established a 'We are Colchester' (Town Deal) programme and board. The TIP for Colchester was submitted to Government on 29 October 2020, and an £18.2m award was made to Colchester in March 2021. The TIP covers just the wider urban area of Colchester; population 136,300.

- 5.2 The Town Deal Programme and thus our TIP was required to reflect six specific intervention themes prescribed by Ministry of Housing, Communities and Local Government, these being: 1) Local transport, 2) Digital connectivity, 3) Urban regeneration, planning and land use, 4) Arts, culture, and heritage, 5) Skills infrastructure, 6) Enterprise infrastructure.
- 5.3 'We are Colchester' (Town Deal) was established and formally launched in January 2020, comprising of a board; chaired by an independent person and representing key organisations and stakeholders, supported by an Advisory Group and Assemblies, with further key organisations and interests represented. The programme developed a vision which was designed to provide a platform for strategic intervention at a scale which will achieve transformation, whilst complementing local economic and place-making activity which the partners deliver.
- 5.4 Decisions about which projects to include in the Town Deal are made by the independent We Are Colchester Board. Colchester Borough Council acts as accountable body for the monies. The accountable body role includes a:
- Commitment to manage the secretariat function to the Town Deal board, including member and senior officer leadership and involvement in the board;
 - Commitment to managing external relationships including with the members of the partnership, local MPs, and other key stakeholders;
 - Commitment to help to develop the role of the Town Deal board into the next phase and provide wider leadership including for example developing our strategic relationships with BID, University, Health and Business – to drive investment in Colchester in a strong, coherent and visible 'whole place' manner;
 - Commitment of CBC officer time and capacity to progress to the next stage (business case development), noting there will be no further provision of capacity funding from government;
 - Committing to CBC ultimately holding responsibility for financial management, audit and delivery assurance of the £19.2m capital programme; in line with and using existing CBC models of governance for capital projects and programmes.
- 5.5 Following the announcement of Colchester's Town Deal award in March 2021, the Town Deal Board agreed plans to cater for the lower £19.2m award (from the £25m original grant submission).
- 5.6 This configuration of projects delivers the strongest possible overall package of impacts/benefits and maintains all the strands and intervention priorities in the programme in a cohesive package, recognised as a key strength of our programme by Government.

5.7 The original Towns Fund prospectus, set out the key criteria for the programme.

- The geographic boundary of each town was set by Government. Whilst there was scope for towns to negotiate on the exact boundary, only very slight variation to the zone was allowed; for example adding or removing a small area. But the focus had to remain on the urban area only.
- The three broad themes Town Deal and element projects had to address within this defined boundary were:
 - Urban regeneration, planning and land use
 - Skills and enterprise infrastructure
 - Connectivity (physical and digital).
- The specific interventions devised by Towns had to be strategic in nature, capable of complementing other investments and schemes, and above all make places more attractive to live, work, visit and invest in.

5.8 Colchester was required to, and completed the following key steps:

- Instigate a specific Town Deal board (makeup prescribed by Government): set up in January 2020
- Prepare and submit a full Town Investment Plan: submitted October 2020
- Following submission, and confirmation of our conditional award and Heads of Terms in March 2021, the Council has been required to:
 - Confirm final list of projects to be taken forward to business case development - submit project confirmation documents to Government: June 2021
 - Submit updated financial profiles for each project: September 2021
- These activities were completed, with each stage of the process prepared with full involvement and approval by the Town Deal Board and where additionally required in the role of accountable body, CBC's Cabinet.
- 7 Business Cases for the key workstreams or where required projects, have been prepared between June and December 2021, and are now complete.
- The next stage of approval of Colchester's suite of Town Deal projects comprises of submission of summary documents (relating to each of the 7 business cases) to be submitted to Government by 24th March 2022.
- The final stage in the process is the decision by Government to award funding to Colchester's projects. Decisions are expected in the summer of 2022; with projects moving straight into delivery phase thereafter if successfully approved.

5.9 Further, more detailed guidance for participating Towns was then issued by Government in June 2020, with updated guidance provided in December 2020. This set out more detailed criteria for Towns in developing their projects into business cases, including more detailed and specific requirements and success criteria. Throughout the process these guidelines have been followed diligently by the Town Deal Programme Office, with frequent liaison with lead officers in Department of Levelling Up, Communities and Homes, and scrutiny by the Town Deal Board.

- 5.10 To summarise, the key criteria governing preparation of business cases for projects includes:
- Must be prepared in the format of full 5-case business cases and completed in line with 'Green Book' (HM treasury) guidance.
 - Must include strong evidence of the need for each intervention or project.
 - Must include a Benefit to Cost Ratio (BCR) which must be set out clearly within a robust value for money assessment, where the BCR must be better than 1:1
 - Prior to submission of business cases, they must undergo internal self-assurance including through the accountable body's S151 Officer and Cabinet.
 - Business cases must pay regard to responsibilities under the accountable body's Public Sector Equality Duty as set out in Section 149 of the Equality Act 2010.
 - Business cases, and subsequent delivery of projects must comply with MHCLG's mandatory monitoring and evaluation requirements. This includes preparing and signing up to a monitoring and evaluation plan including relevant indicators and targets for these indicators, and reporting twice a year on inputs, activities and outputs.
- 5.11 Since the summer, officers and partners have been developing detailed Business Cases for each project. This work has included convening project teams, engagement with stakeholders, detailed planning, architectural design work and cost estimation.
- 5.12 Specialist support has been provided to help project managers complete the more technical aspects of these Business Cases such as the Economic Cases through a combination of workshops, templates and 1-2-1 guidance. This support has been provided by members of the programme team and commissioned from specialist agency The Nichols Group.
- 5.13 Each Business Case covers five themes which cover the strategic scope, alignment and case for the project, the economic benefits, the financial case, commercial opportunities and viability, and the approach to management.
- 5.14 As Businesses Cases have been developed and completed, they have been reviewed by the Section 151 Officer. This is a formal part of the journey to submitting the Summaries to Government. The Council's Section 151 Officer has independently assessed the Sustainability, Viability and Value for Money of each business case to ensure they are sound.
- 5.15 The development of these Business Cases has resulted in all projects being assumed sound and viable to progress and so the necessary documents confirming this will be sent to Government.
- 5.16 The development of Business Cases, and in particular the detailed cost estimation work which formed part of this, has necessitated some changes to projects within workstreams and with agreement of the Department and Town Deal Board to mitigate cost inflation for materials and construction.

Summary of Business Cases

- 5.17 Greenstead: This scheme will build new affordable homes, a refreshed and expanded community hub, and attractive public space in the centre of the community whilst helping those furthest from employment and training to participate including through much better physical and digital connectivity. It will deliver a 'liveable neighbourhood' where walking and cycling is easy, safe and accessible for all, including the provision of free bikes to local residents. Alongside and interwoven with these physical assets the scheme proposes digital infrastructure, a digital working hub, digital skills development, and a new Memorandum of Understanding with the neighbouring University of Essex. The community in Greenstead is proud and this once-in-a-generation investment will create the conditions for local people and families to flourish building on the existing strengths of the community. The project recently secured an additional £2.3m DLUHC grant, and a further bid for £5m to Homes England is planned, closing the financial gap for the whole scheme. Subject to full engagement with the community and local stakeholders the project proposes 640 sqm of new or improved public realm created to 'liveable neighbourhood' principles, will support 68 people into employment, create up to 139 high-quality new or refurbished homes of which 100% will be affordable through 'routes to home ownership' and social rent, and provide up to 700 new bikes.
- 5.18 Digital Working Hub: This project will include the development of grow-on workspace for creative and digital business and Digital Hub via the redevelopment of the old bus depot site on Queen Street. It will provide an immersive innovation Centre and facilitate training and skills development and cross-sectoral links with other industries. It represents a huge opportunity for inward investment and will have supported 86 full time jobs by end of year 15.
- 5.19: Digital Skills Hub: This project will see an underutilised gym building at Wilson Marriage in Colchester fully refurbished and kitted out to create a new Digital Hub. This will support the identified need for improved digital skills and enable residents to access digital services and gain good jobs (including those in the digital sector), The facility will give residents access to opportunities to progress into Higher Education Studies, Apprenticeships to access the digital workforce, Skills for work from basic to advanced levels, and flexible options to undertake online courses in a facilitated environment. The Hub aims to upskill a minimum of 145 residents each year.
- 5.20 This investment will kick-start a true-5G network in the town centre – the first deployment of its type in Colchester. It is designed to enable and facilitate future Smart City technologies. Research has confirmed the best, current real-life use application of 5G in Colchester is virtual-reality tourism, and its footprint will include the new Digital Working Hub as well as the main town centre tourist venues.
- 5.21: Youth provision: This theme aims to support happier, healthier, and more confident young people with improved life chances and reduced inequalities. It will include a major investment in the town centre 'universal offer' site of the Town House, along with investments to improve Youth Facilities in Highwoods and Stanway. The redevelopment of the Town House will include an updated electrical system and a full redecoration, an upgrade to the Sports Hall, improved IT infrastructure and an enhanced Teaching Kitchen, Recording studio, and Garden area. The project will create 21 full-time equivalent jobs, provide in work / life skills sessions for 250 people, 1:1 support (e.g. mental health support) for 250 people, and enable 25 groups to deliver services. It

will also provide support to 100 people in employment and accredited training for 100 people.

- 5.22 Physical connectivity: This project provides coherent walking and cycling infrastructure addressing current deficits. It links the town, Greenstead and the University together making travel by the greenest, healthiest option also the best most attractive and convenient choice. The project will deliver a new or upgraded 2.96kms walking and cycling route with improved facilities. It is expected to generate additional cycle trips of 190 per day in 2026, 700 by 2033, and 1,324 by 2041.
- 5.23: Town Centre and Gateways: This theme will bring two iconic heritage assets back into use and enhance the public realm at several town centre locations. Coupled with £1m of accelerated Town Deal funding, this is £5.5m investment to deliver improvements and to unlock additional funding from other sources.
- 5.23.1: Heritage Assets: The theme will fund urgent repairs to the Jumbo water tower and facilitate an Architectural Heritage Fund submission to adapt building into tourist attraction / destination (retail, restaurant, museum, events). It will also provide funding (as match for bid to National Lottery Fund) to bring Grade 1 Holy Trinity Church building back as community hub.
- 5.23.2: Public Realm: This theme will support the enhancement of public realm in St Nicholas's Square and Balkerne Gate (Phase 1), the development of kerbless Streets in St Isaac's Walk (to improve access and enable cycling and walking), improvements to the public realm at Holy Trinity Square, develops and improves the wider Balkerne Gate area around Jumbo and south to Church Street, and delivers public space in the redevelopment of Essex County Hospital.
- 5.23.3: To address cost inflation, several changes to this theme's individual projects have been necessary to ensure we are still able to have a wide positive impact and achieve high quality schemes. These changes have been approved by the We Are Colchester Board and include:
- Assigning more funding to St Nicholas's Square and removing a small area of land not in public ownership from this scheme
 - Reducing the cost of Balkerne Gate Phase II by adopting a lighter touch to the scheme and retaining grass areas
 - Adopting a greener scheme for Holy Trinity Square including retaining the existing boundary as recommended by English Heritage
 - Phasing the scope of Kerbless Streets to Sir Issacs Walk only now, to accommodate cycle way, retaining our ambition to make other streets kerbless with future funding
 - Removing Town Deal funding from Vineyard Street, achieving the public realm there within the development's own financial envelope
- 5.24 The table below summarises the findings of the Section 151 Officer's independent assurance checks.

Business Case number	Name	Lead Organisation	Financial profile	Project expenditure eligible	5% early capital (CDEL) included in project costs	Proportionate	Green Book compliant - strategic, economic, commercial, financial, management	Value for money	Delivery plan	Special conditions met	Public sector equalities duty assessment	M&E plan
0	Town Deal Programme	CBC	£18,200,000	✓	✓	✓	✓	✓	✓	✓	✓	✓
1	Digital working hub / Queen St grow-on space	CBC	£900,000	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	Transformed Youth Facilities	ECC	£1,320,000	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	Digital Skills Hub Wilson Marriage Centre	ECC	£900,000	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	Town Centre and Gateways	CBC	£4,502,800	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	Heart of Greenstead	CBC/ECC	£6,627,200	✓	✓	✓	✓	✓	✓	✓	✓	✓
6	5G Town Centre	CBC	£1,000,000	✓	✓	✓	✓	✓	✓	✓	✓	✓
7	Walking and Cycling links	ECC	£2,950,000	✓	✓	✓	✓	✓	✓	✓	✓	✓

Note: S151 signature means fully functioning relationships, strong local assurance processes in place to build on and apply in the Towns Fund context.
S151 is **not responsible or accountable** for how local policies are applied to the Towns Fund programme or applicability of those projects for addressing needs in the area.
S151 is **responsible** for independently applying his statutory role as part of the assurance process on the **Sustainability, Viability and Value for Money** of each business case.

5.25 Essex County Council would lead on the practical delivery of six projects: Transforming Youth provision, the Digital Skills Hub, Physical Connectivity, Essex County Hospital, Liveable Neighbourhood and Essex Pedal Power. On 18 January Essex County Council's Cabinet approved the Business Cases they have led on for submission to Colchester Borough Council, for onward submission to Central Government. They also agreed, subject to confirmation of such funding, that ECC enters into an agreement with Colchester Borough Council for the delivery of the projects.

6. Equality, Diversity and Human Rights implications

- 6.1 Consideration has been given to equality and diversity issues in respect of individual schemes, initiatives and projects that contribute to the delivery of the Town Investment Plan through the development of the specific business cases. Further consideration will be given as delivery plans are developed.
- 6.2 Colchester Borough Council has required all partners preparing business cases for specific projects to prepare Equality Impact Assessments as part of developing and implementing specific project activities within the programme, and the Council will have due regard to its Public Sector Duty continuing to work to tackle discrimination and inequality and help to create a fairer society, improve housing choice and social mobility (including for protected groups).

7. Strategic Plan References

- 7.1 The following Strategic Plan References are relevant to the Town Investment Plan:

Growing a fair economy so everyone benefits:

- Ensure our borough becomes stronger post Covid-19 by supporting businesses to recover, adapt and build resilience.
- Work with partners to facilitate a high skill, high wage, low carbon workforce.
- Work with our partners to enable Colchester town centre to be more vibrant, resilient, and adaptable to future change.

- Tackle local skills shortages working with businesses, University of Essex, Colchester Institute, and other partners.

Work with partners to deliver a shared vision for a vibrant town:

- Work with partners to deliver a shared vision for a vibrant town.
- Continue to regenerate Colchester Town Centre using Council assets, aligned private investment, the Town Deal and Town Investment Plan.

Create an environment that attracts inward investment to Colchester and help businesses to flourish:

- Ensure our strategy for inclusive economic growth supports the ambitions outlined in the North Essex Growth Strategy, the Local Industrial Strategy, and our Town Deal.
- Ensure a good supply of employment land and premises to attract new businesses and allow existing firms to expand and thrive.
- Ensure the Council's assets continue to contribute to economic growth and opportunity.

8. Consultation

- 8.1 The Town Investment Plan has been developed following full consultation with each of the Councils at both Member and officer level, with the board, and its advisory group. In parallel, a series of wider consultations took place. These included a physical assembly with over 100 attendees in March 2020, a survey which generated 1,000 responses, and focus groups, discussions with businesses, discussion with BID board, local authority and further and higher education representatives.
- 8.2 The project Business Cases within the overall Town Investment Plan contain further detailed plans for consultation and engagement as appropriate.

9. Publicity Considerations

- 9.1 None specific to this report. The Town Deal programme is subject to a communications and engagement plan which includes publicity, branding, etc.

10. Financial implications

- 10.1 To date, the costs of developing the Town Investment Plan, providing the secretariat and programme management function to the Town Deal Board, developing Business Cases, engagement/communications and wider associated work undertaken has been enabled primarily via 'capacity funding' awarded by what was then the Ministry of Housing, Communities and Local Government (MHCLG) to Colchester Borough Council, part of the revenue 'feasibility' element of the Town Deal award provided early on, and the core resources of partner organisations.
- 10.2 The Government has made £910k of our overall Towns' Fund allocation available as an up-front payment to fund feasibility work connected with preparing the Business Cases. The projects and programmes within the Town Deal programme have been drawing down appropriate and foreseeable development and design costs and professional fees as part of the individual project elements overall budget, thus they will not incur any

additional and unplanned revenue budget pressures to Colchester Borough Council and partners. Similarly, any further costs associated with providing overall programme management, the secretariat function to Town Deal Board, and ongoing engagement/communications to residents and businesses have been built into the detailed programme budgets; and will be met and fully recovered from within the £18.2m Town Deal award; incurring no cost to Colchester Borough Council. Where a project will require 'over and above' project management and facilitation/support, a revenue allocation has been allowed within the Town Deal award; avoiding placing additional pressure on existing staff to deliver these projects.

- 10.3 Taken as a whole, the Town Deal programme (i.e., across all projects, and noting the draw-down for programme overheads as explained above) is within the thresholds permitted by the Department of Levelling Up, Housing and Communities (DLUHC) (a minimum of at least 90% capital and no more than 10% revenue). Some of the professional fees associated with developing projects to planning application have been treated as capitalised revenue (i.e., capital) for the purposes of the programme.
- 10.4 The development of full business cases has allowed for full consideration to be given to the realistic costs of projects and to the ongoing revenue implications of for example the maintenance and management of physical assets created through this programme, notably enhanced public realm and green infrastructure. They also identify where there are new income streams to offset these costs.
- 10.5 The Council's Section 151 Officer has assessed each Business Case and judged that the financial plans to deliver these projects and to raise any additional funding required are robust and do not place a burden on Colchester Borough Council as accountable body.
- 10.6 The table below summarises the Town Deal funding allocation for each project following Business Case development. This includes funding from the £18.2m award alongside the extra £1m accelerated funding.

Theme	Project	June 2021 allocation	March 2022 allocation following Business Case preparation
Accelerated schemes	St Nicholas' Square	£650,000	£1,025,000
	Balkerne Gate Phase 1	£350,000	£350,000
Transformed Youth Facilities	01 Improved Youth Provision	£1,000,000	£1,320,000
	02 Townhouse Youth Centre	£320,000	
Town Centre	03 Vineyard Gateway	£595,800	£0
	04 Essex County Hospital	£500,000	£500,000
	05 Balkerne Gate Phase 2	£1,100,000	£747,598
	06 Jumbo	£1,000,000	£1,000,000
	07 Holy Trinity Church	£517,000	£517,000
	08 Holy Trinity Square	£500,000	£661,598
	09 Kerbless and Green streets	£290,000	£640,289
Heart of Greenstead	10 Tamarisk Way	£6,000,000	£6,627,000
	11 Big Bikes (Greenstead)	£327,200	
	12 Liveable Neighbourhood Greenstead	£300,000	
Digital Connectivity	13 5G	£1,000,000	£1,000,000
	14 Wilson Marriage Digital Skills Hub	£900,000	£900,000
	15 Digital Working Hub	£900,000	£900,000
Physical Connectivity	16 Town Cen to Greenstead & Uni	£2,950,000	£2,950,000
	17 Liveable Neighbourhoods	£0	£0
	18 St Botolph's Roundabout	£0	£0
Totals		£19,200,000	£19,138,485

11. Health, Wellbeing and Community Safety Implications

- 11.1 There are no specific implications but the proposal aims to promote positive health and well-being for our residents, and this policy theme features prominently in several the programme interventions being developed. The 'We are Colchester' board, advisory group and groups preparing specific projects include representation from the Health Sector, 'One Colchester' Partnership, Colchester Borough Council's Communities team and several other bodies with responsibility and focus on health and wellbeing including links to the Sport England funded Local Delivery Pilot.

12. Health and Safety Implications

- 12.1 There are no specific concerns at this stage of the development of the Town Investment Plan. Risk will be identified and assessed at individual project level and addressed at that stage.

13. Risk Management Implications

- 13.1 The Business Cases have identified project risks with mitigations. None of these risks has been considered to undermine the viability of the projects. The chief risks include:
- The rate of cost inflation in materials and construction is currently very high and some projects may see their costs rise during their lifetime. This is being mitigated by robust cost estimation and management of materials and timing.
 - Some projects rely on attracting further external funding (such as Greenstead, Holy Trinity Church, Jumbo and Physical Connectivity). Business Cases show credible plans to secure these funds and alternatives in place.
 - Poor public and community reaction to designs. This risk is being mitigated by engaging with and involving stakeholders throughout the life of projects to inform designs.

14. Environmental and Sustainability Implications

- 14.1 Environmental and sustainability considerations are considered of paramount importance and are a cross-cutting theme within the Town Investment Plan. As specific projects and interventions within this programme are developed, each is being considered in relation to the Climate Emergency Action Plan to ensure that the Council's climate change, environmental and sustainability ambitions and policies are actively addressed and promoted throughout the development of specific projects and programmes.

Appendices:

Summaries of the Business Cases

Equality Impact Assessment

Background Papers:

Please note that the following documents are not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (financial/business affairs of a particular person, including the authority holding the information).

[Business Case 1 – Digital Working Hub](#)
[Business Case 2 – Transformed Youth Facilities](#)
[Business Case 3 – Digital Skills Hub](#)
[Business Case 4 – Town Centre and Gateways](#)
[Business Case 5 – Heart of Greenstead](#)
[Business Case 6 – Town Centre 5G](#)

Business Case 7 – Walking and Cycling