

## Levelling Up Fund Application Form (R2): COLCHESTER

[Redacted content]

### **Part 1: Gateway:**

#### **Allowance checks in England, Scotland and Wales only.**

Please confirm which bid allowance you are using:

*Constituency allowance: YES / TICK*

*Transport allowance: NO*

#### **Bids from a single applicant, excluding large transport and large culture bids**

Please confirm that the bid does not exceed £20 million. *YES / TICK*

#### **Package Bids, Joint Bids, Large transport bids, Large cultural bids: NA**

#### **Any bid with a transport element**

For bids in England, Scotland, and/or Wales, where you (the applicant) do not have statutory responsibility to deliver all of the transport elements of your bid, please confirm that you have the support of all the authorities with the relevant statutory responsibility before proceeding.

*N/A*

Please note that this also a requirement for all bids using a transport allowance. Please complete pro forma 1.

#### **1.1 Gateway Criteria for all bids.**

Please tick the box to confirm that some LUF grant funding will be defrayed in the 2022/23 financial year. Eligible expenditure in 2022-23 could include capital development costs.

*YES / TICK*

## **Applicant Details**

**Local authority name / Applicant name(s)\*:** Colchester Borough Council

*\*If the bid is a joint bid, please enter the names of all participating local authorities / organisations and specify the lead authority (N/A)*

### **Bid Manager**

**Name:** Matthew Brown

**Position:** Economic Regeneration Manager

**Contact telephone number:** 01206 507348 [REDACTED]

**Email address:** weare.colchester@colchester.gov.uk

**Postal address:** Rowan House, 33 Sheepen Road, Colchester, CO3 3WG

### **Senior Responsible Officer contact details:**

**Name:** Lindsay Barker

**Position:** Strategic Director of Policy & Place

**Contact telephone number:** 01206 507435

**Email address:** [Lindsay.barker@colchester.gov.uk](mailto:Lindsay.barker@colchester.gov.uk)

### **Chief Finance Officer contact details:**

**Name:** Paul Cook

**Contact telephone number:** 01206 505861

**Email address:** [Paul.Cookx@colchester.gov.uk](mailto:Paul.Cookx@colchester.gov.uk)

### **Local Authority Leader contact details:**

**Name:** David King

**Contact telephone number:** 01206 282244

**Email address:** [David.King@colchester.gov.uk](mailto:David.King@colchester.gov.uk)

**Please provide the name of any consultancy companies involved in the preparation of the bid:**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Where is your bid being delivered?**

*England*

**For all bids. If VAT is applicable to your organisation, please provide VAT number:**

*GB449071833*

## **Part 2 – Subsidy control and State aid analysis**

**2.1** All applicants must establish if the direct or award of LUF funds from UK Government to you (as the applicant) could constitute a subsidy. Applicants must consider whether any of the planned activities meet each of the four key characteristics which indicate if it would be considered a subsidy.

If any of the four responses is a 'no' then the award is not considered to be a subsidy.

**2.1.1 Is the support provided by a 'public authority' and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?** Yes

**2.1.2 Does the support measure confer an economic advantage on one or more economic actors?** Yes

**2.1.3 Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?** No

**2.1.4 Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?** No

**2.1.5 Did you respond 'yes' to all the above?** If so, the planned activities meet all four key characteristics which indicates it would be considered a subsidy.

*If NO, please go to question 2.4*

**2.4 Public authorities only. Please confirm if you will be disbursing the funds as a potential subsidy to third parties.** Yes, go to question 2.5

**2.5 Public authorities only. Confirm that you have completed pro forma 5 statement of compliance signed by your Chief Finance Officer.** Yes

**2.6 = Northern Ireland only.**

**2.7 = Private sector applicants only.**

**2.8 Please list all the organisations (if known) which may benefit from the funding of the project and any economic benefit they may receive as a result of the funding.**

**2.9 Applicants must consider whether the award meets all the tests for each beneficiary.** If beneficiaries are considered to be in receipt of State aid, then you must consider how this is compliant under the State aid rules. Applicants may wish to refer to the European Commission's "Notion of State aid" guidance

N/A

**2.9.2 Do you confirm that the project falls within the scope of Regulation 6(5) under the General Block Exemption Regulations (651/2014):** N/A

**2.9.4 If you intend to use an exemption(s) under GBER to deliver the project, please confirm you have read the terms of the scheme and meet all the relevant terms:** N/A

**2.9.5 Identify the GBER provision, the title of the scheme and the amount of LUF award to be delivered under the provision. Describe how you meet all the relevant terms of the exemption.**

N/A

**2.10 As the bidding organisation are you subject to an outstanding recovery order in respect of State Aid? If 'Yes', provide brief details.**

N/A

**2.11 Describe the system in place for collecting and recording the required information for State aid audits and returns.**

N/A

**2.12 Northern Ireland only.**

N/A

## **Part 3 – Bid Summary**

### **3.1 Bid Name: *Co-Creation: A Contemporary Colchester City Centre***

### **3.2 Please provide a short description of your bid, including the visible infrastructure that will be delivered/upgraded and the benefits that will be felt in the area.**

**(100 words maximum)**

*City status and our heritage assets provide an opportunity to break a cycle of decline in central areas. Challenges are structural, design related, and socio-economic, witnessed by low economic activity rates, ageing population, low levels of qualifications, rates of pay and job density, and increasing issues with crime and anti-social behaviour.*

*Our interventions seek to leverage off recent awards including City status and DHLUC Town Deal. We will transform town centre infrastructure and accessibility to drive footfall and town centre vitality. Improved public realm, shopfront makeovers, new residents, and active travel connections will deliver jobs, decarbonisation, and pride in place.*

### **3.3 Please provide a more detailed overview of the bid proposal. Where bids have multiple components (package bids) you should clearly explain how the component projects are aligned with each other and represent a coherent set of interventions.**

**(500 words)**

*Our aims and objectives for the town centre by the end of 2025 include:*

- a) Post-COVID rejuvenation of the area through active travel routes to better connect the rail station to our commercial and heritage assets.*
- b) Regenerate the area through the development of 175 residential units that deliver footfall and 24/7 activity into neglected areas.*
- c) Reduce crime and anti-social behaviour in and around the area through better public realm design/lighting and new routes to increase footfall and deliver pride in place.*
- d) Deliver ■■■ additional jobs and ■■■■■ GVA uplift that will improve jobs density, employment rate and pride in place through workspace development and shopfront improvements.*
- e) Enhanced health benefits achieved by encouraging more walking and cycling with more accessible routes.*

*Specific interventions include:*

#### **1. *Residential investments where historic market failure is addressed by new build and refurbishment.***

*1.1 Britannia Yard: archaeology and preparatory works bring forward a quality, low carbon, and zero-car mixed development providing attractive and highly accessible housing (100 units), driving town centre footfall.*

*1.2 Vineyard Street: as above (75 housing units).*

## **2. Connectivity and public realm changes:**

- 2.1 Replacement of St Botolph's roundabout with a new active mobility friendly junction including removal of subways and improved public realm. Overcomes severance issues, promotes walking, cycling and shared mobility for short local journeys from south and east urban areas which face significant deprivation challenges. Improves safety and reduces crime and anti-social behaviour. Unlocks several LCWIP schemes. Reclaiming road space by "peninsularising" the roundabout creates potential for local pop-up retail opportunities, more greening and improved air quality. Improved active travel connections and way finding to improve access to heritage assets in the area.*
- 2.2 Britannia Yard / Vineyard Street Bike Hub - a dedicated new facility at the heart of the town's active and sustainable travel networks to complement LCWIP investments.*
- 2.3 New Public Realm including additional new northern step-free pedestrian access to railway station, improved historic interpretation and access through St Botolph's Priory, and creation of a new heritage walking route to the Castle, Firstsite gallery and the Natural History Museum.*
- 2.4 Vineyard Street Public Realm showcasing and protecting the rich heritage context of this part of the town centre, with a public square in front of the historic wall.*
- 2.5 Completion of the final 70m section of the "Kerbless" Street route @ Short Wyre Street (Initial sections funded under Town Deal). This route links the connectivity and new developments of the St Botolph's area into a key walking and retail artery of the town centre, improving accessibility and safety including in the night-time economy.*

## **3. Workspace and shopfront investments**

*3.1 Investment in the creative and digital industries [REDACTED] new commercial units incorporated into the residential development, and linking Queen Street regeneration into the St Botolph's scheme.*

*3.2 Shop-front improvement scheme for [REDACTED] businesses focussing on St Botolph's Street and Osborne Street. Brings quick-win improvements to the look-and-feel and local pride in this area, protecting the fabric including several listed buildings.*

**3.4 Please provide a short description of the area where the investment will take place. If complex (i.e. containing multiple locations/references) please include a map\* defining the area with references to any areas where the LUF investment will take place**

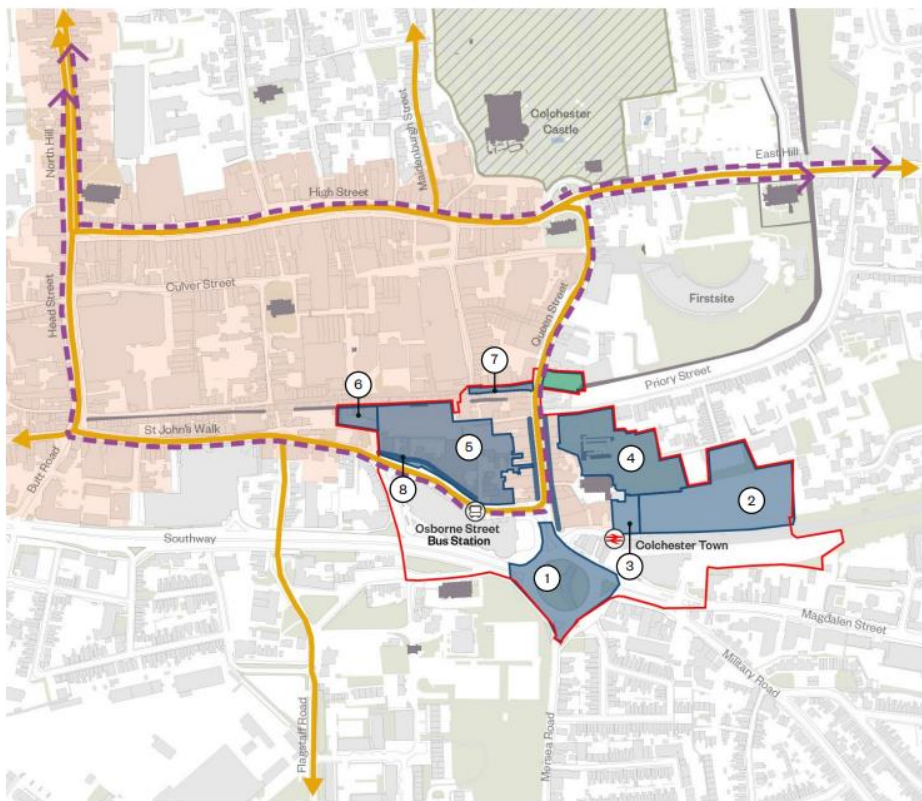
**For transport projects include the route of the proposed scheme, the existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.**

**(500 words)**

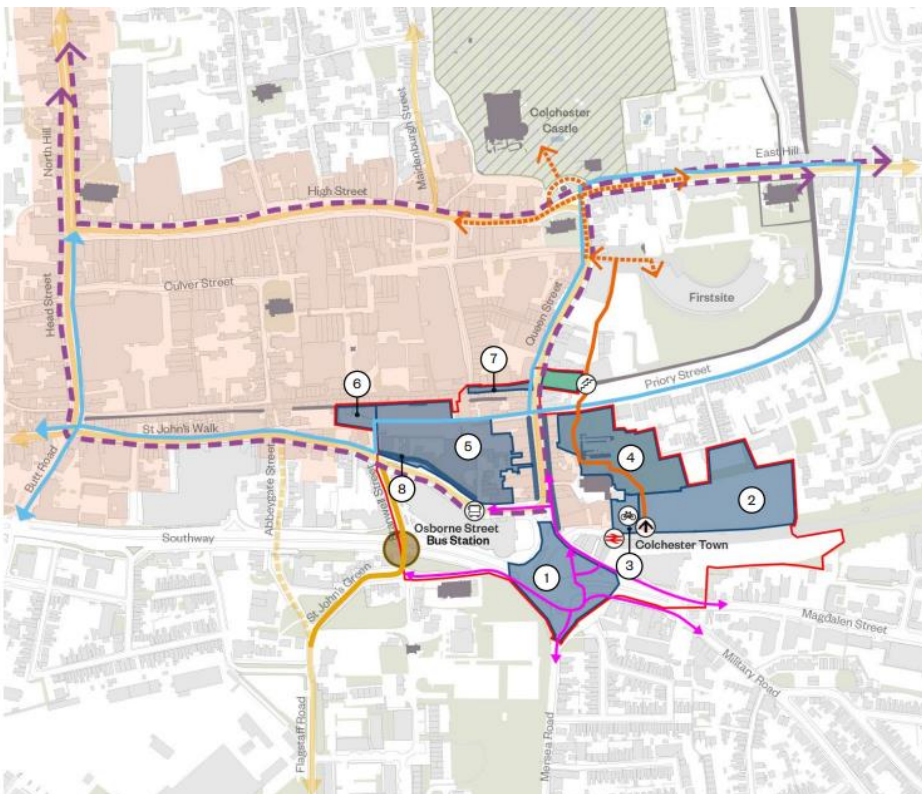
*Our Levelling-Up ambition focuses on a specific seven hectare intervention area at the southern side of the St Botolph's regeneration zone of Colchester Town Centre; around and adjacent to St Botolph's roundabout and Colchester Town Railway Station. The maps below*

show the investment locations and illustrate improvements to the routes into and through the town centre.

Before intervention:

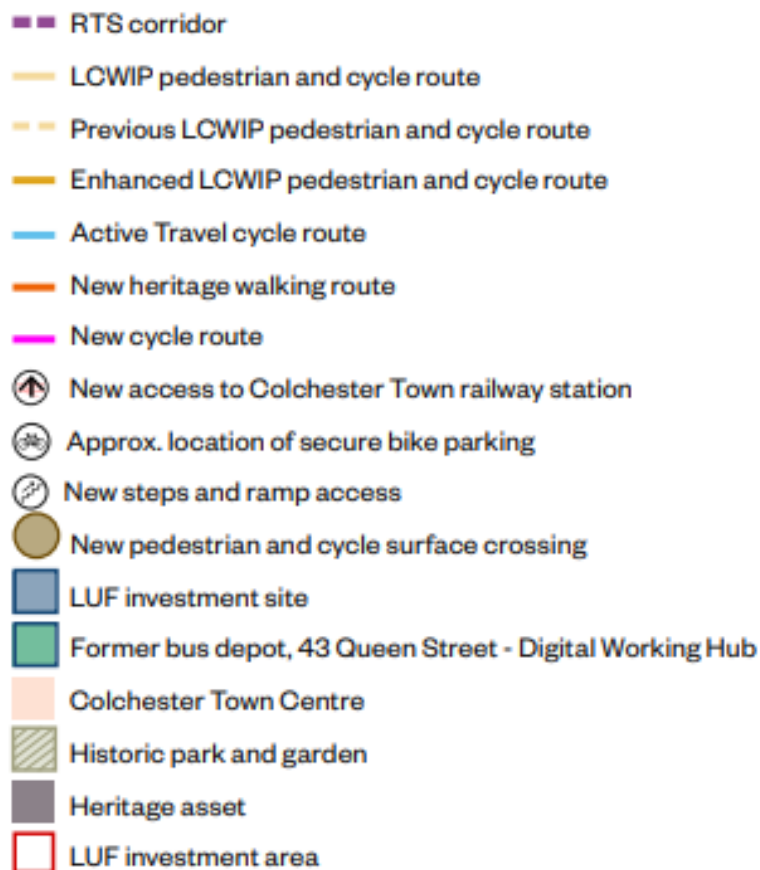


After intervention:

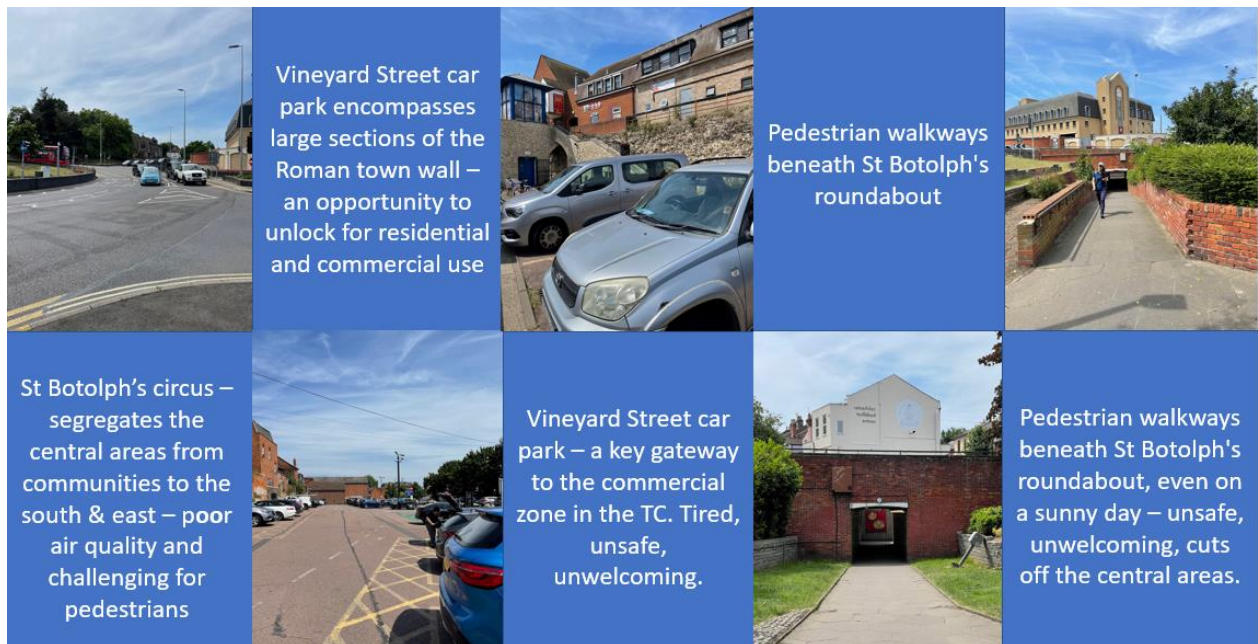


**Key to maps above:**

1. **St Botolph's Roundabout** – overcoming severance issues
2. **Britannia Yard** – preparatory works for housing development
3. **Britannia Yard or Vineyard Street bike hub** – active travel infrastructure
4. **St Botolph's Priory** – improved historic interpretation
5. **Vineyard Street** – preparatory works for housing development
6. **Vineyard Street** – public realm and active travel infrastructure
7. **Short Wyre Street** – completion of Kerbless Street route
8. **St Botolph's Street and Osborne Street** – shopfront improvement scheme.



*This crucial gateway to the town centre suffers from neglect through a history of limited investment, poor design, poor connectivity, poor air quality, high levels of crime and anti-social behaviour. Colchester Town railway station and St Botolph's roundabout suggest connectivity but deliver severance due to ageing infrastructure and poor “concrete jungle” design.*



*However, adjacent areas contain some of England's most notable heritage assets that can be the catalyst to an urban regeneration journey to level-up Colchester. Current market failures in housing and town centre investment and spend have blighted the area leading to crime and anti-social behaviour and fears, for personal safety for locals, the workforce, and tourists alike. The need for levelling-up is epitomised by the 1960s subterranean walkways; with opportunities represented by heritage walking and cycling routes to complement LCWIP that deliver a more attractive and safer environment that befits Britain's oldest settlement.*

*The opportunity is to attract more footfall via new housing, create new routes for local visitors and tourists, and increase the number of jobs and jobs density in the central area. The plans are relatively simple and correspond with Levelling-Up missions with a focus on LUF six capitals:*

- **Physical capital** – through better access and design of inclusive, safe places to live, work, and play and stay active;
- **Intangible capital** – through designing out anti-social behaviour and supporting pride in place through investment in the look and feel of the central areas -supporting community assets like Firstsite;
- **Human capital** – connecting new jobs in the central area with our most deprived neighbourhoods, promoting health and well-being through active travel;
- **Financial capital** – leveraging private monies to support residential development and longer-term projects including LCR investment around the railway station; and
- **Social capital** – bringing new life, families, and visitors to the central areas, providing an environment where our communities can see our history and feel part of our future.

*The Levelling-Up funding will be the catalyst for significant regeneration of a core section of the town centre which serves several key roles; as a gateway to the commercial core, a transportation hub, a cultural hub with several significant Scheduled Ancient Monuments, and a key employment zone - noting the expanding hub for the creative and digital industry sectors.*

**3.5 Please confirm where the investment is taking place (where the funding is being spent, not the applicant location or where the bid beneficiaries are located).**

**If the bid is at a single location, please confirm the postcode and grid reference for the location of the investment.**

**If the bid covers multiple locations, please provide a GIS file<sup>\*</sup>. If this is unavailable, please list all the postcodes / coordinates that are relevant to the investment.**

**For all bids, please confirm in which constituencies and local authorities the bid is located. Please confirm the % investment in each location**

*A GIS file is provided at Appendix 9. The bid and all the investment proposed is located entirely within the Colchester parliamentary constituency.*

**3.6 Please confirm the total grant requested from LUF (£).**

£19,663,063

**3.7 Please specify the proportion of funding requested for each of the Fund's three investment themes:**

*a) Regeneration and town centre (%) 84% - lead component; the St Botolph's scheme is being treated as a regeneration intervention rather than a transport intervention\*.*

*b) Cultural (%) 16%*

*c) Transport (%) 0%*

**3.8 Please tick one or more subcategories that are relevant to your investment:**

**Regeneration**

Commercial *Check / Tick*

Civic *Check / Tick*

Residential *Check / Tick*

Other *No*

**Cultural**

Arts & Culture *No*

Creative Industries *Check / Tick*

Visitor Economy *Check / Tick*

Sports and athletics facilities *No*

Heritage buildings and sites *Check / Tick*

Other *No*

### **Transport**

Active Travel Yes \* See 3.7a above

Buses *No*

Strategic Road *No*

Rail *No*

Aviation *No*

Maritime *No*

Light Rail *No*

EV Infrastructure *No*

Local Road Yes \* See 3.7a above

Other *No*

**3.9 Please provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome. Where a successful outcome might lead to you no longer requiring the LUF grant please provide details and confirm when might you expect the outcome to be known.**

**(150 words)**

*There are no current / live funding bids in progress for any of the elements proposed in this scheme. Several elements complement the strategic case set out in our Town Investment Plan and should be seen as part of a critical mass to level-up Colchester.*

## **Part 4 – Strategic Fit**

### *4.1 Member of Parliament Endorsement (England, Scotland and Wales ONLY)*

#### **4.1.1 Has an MP given formal priority support for this bid? Yes**

#### **4.1.2 Please confirm which MP has provided formal priority support: (name)**

*Will Quince*

#### **4.1.3 Which constituency does this MP represent?**

*Colchester*

### *4.2 Stakeholder Engagement and Support Applicants are encouraged to engage with a wide range of local stakeholders and the local community to inform proposals in the bid and to secure buy in*

#### **4.2.1 Describe what engagement you have undertaken with local relevant stakeholders, including the community (the public, civic society, private sector and local businesses). How has this informed your bid and what support do you have from them?**

**(500 words)**

*Our bid has benefitted from several consultation and engagement inputs:*

*In 2020 the Council undertook extensive consultations on the future of the town centre encompassing general state of repair, issues for residents, businesses, and tourists to inform our Town Investment Plan. This engagement was coupled with key stakeholder events and interviews including community and business groups and representatives of Colchester's Business Improvement District (BID).*

*Consistently clear messages and themes were apparent and support our broader Town Deal and the LUF projects presented here:*

- A greener Colchester,*
- A more attractive public realm,*
- More activities for young people,*
- Better walking and cycle infrastructure.*

*The case for change and intervention logic reflects extensive feedback from the community including: 86% (online public) strongly/agree that a more attractive public realm would encourage more people into the town centre, 83% (online public) said that Colchester should be "greener", "making the town look cared for and looked after will be such a boost", "A greater recognition of the town's past, and weave that into the experience of the town", "More arts and cultural events". "Do everything to put Colchester in the premier league of tourist destinations."*

*We have fully engaged with stakeholders as part of preparing this submission. In particular: a presentation was given to 'We are Colchester', our Town Deal board on 26<sup>th</sup> May 2022 where this bid was endorsed. This includes representation from local community sector organisations, civic society, the private sector, and local businesses.*

*Recognising the crucial importance of support from local businesses within the intervention area, we have briefed the chair of the 'Our Colchester' (BID) board and provided a face-to-face briefing to the whole board on 28<sup>th</sup> June 2022, fully explaining the proposed scheme, its rationale, and the implications for this core area.*

*The Colchester Civic Society has been briefed on this proposal via a face-to-face workshop held on 24<sup>th</sup> June 2022 to explain the proposed scheme and provide a virtual 'walk through' of its elements. Views were considered and included in this proposal.*

*We consulted extensively on the 'Future Transport of Colchester Strategy' which underpins the active travel interventions.*

*Noting the vital and statutory role of Historic England, a virtual meeting with the East of England regional office including the inspector of monuments was held on 16<sup>th</sup> June 2022. The meeting generated several improvements and refinements which have been scoped and added to the submission, rounding it out considerably.*

*We have also provided in-depth briefings to other key stakeholders including our local MP, and Network Rail – noting the crucial need for close working and early support for the proposed improvements at the railway station.*

*The council is already working closely with the NHS through existing partnerships including the Local Delivery Pilot, and it is recognised that facilitating more active travel (walking and cycling) can lead to health benefits in controlling issues such as Type 2 Diabetes, Cardio Vascular Health and Mental Health in the community.*

*A pack of letters of support for this scheme is provided at Appendix 7.*

**4.2.2 Has your proposal faced any opposition? Please provide a brief summary, including any campaigns or particular groups in support or opposition, and if applicable, how will you work with them to resolve any issues**

**(250 words)**

*There are no historic or active campaigns or groups showing opposition or disapproval to this scheme or any element therein.*

*We are aware of residual discontent amongst some of our retailers regarding the reduction of car parking spaces. The council is represented on various boards including the BID and we have offered to organise exchange visits with councils where pedestrianisation schemes have successfully increased footfall and town centre vitality.*

**Addendum added to the online version of application form (Sec 4: Equalities):**  
**Bidders are invited to outline how their bid will promote good community relations, help reduce disparities amongst different groups, or strengthen integration across the local community.**

*In recent years Colchester has built strong community and stakeholder relations and this has been bolstered recently through the development of our "We Are Colchester" (Town Deal) programme, along with increasingly effective joint working between the two councils, business and communities. The development of this LUF submission has demonstrated Colchester's ability to bring together communities of interest at pace to realise opportunities for investment.*

*If funded, our scheme will address infrastructure deficits that have long hampered accessibility and safety in our core town centre. Development of the LUF application has been undertaken alongside the early stages of preparing the new Masterplan for Colchester Town Centre, and the Masterplan will enable the ideas presented in this application to be further refined and tested. This will include significant further engagement including with communities and businesses. The council and partners across the public and third sectors have worked together very effectively to embed Asset Based Community Development (ABCD) principles into everything we do.*

*Through thorough, deep and authentic engagement we will work tirelessly to bring communities of interest together around cohesive, well considered plans for our town centre. The needs and interests of different groups differ; a key example being the desire of retailers to ensure convenient nearby short-stay car parking for their customers, contributing to an over reliance on car use for short local journeys into the town centre, to the detriment of air quality, which is regionally significant, hampering the ability of this part of the town centre to realise its potential, by drastically limiting its, safety, accessibility and amenity. Through the LUF-funded schemes, the Town Deal funded schemes, the work of our Business Improvement District and private investment we will ensure realistic, cohesive plans are developed which mitigate these factors which are currently detrimental to our town, and strike a better balance between the needs of all users of our town centre.*

*We already have the mechanisms in place to achieve this and will build and strengthen integration across these communities of interest; hearing, recognising and respecting all views. The journey to build a single cohesive, compelling long-term vision for our town began with preparing our 'Future High Streets' bid in 2019, advanced significantly through preparing our Town Investment Plan, and will now be consolidated through preparing our town centre masterplan. The LUF-funded scheme plays a vital role in this work, focusing as it does on the part of our town centre with the greatest needs.*

#### **4.2.3 Do you have statutory responsibility for the delivery of all aspects of the bid? No**

**If no:**

**Please confirm those parts of the project for which you do not have statutory responsibility**

**Please confirm who is the relevant responsible authority**

**Please confirm that you have the support/consent of the relevant responsible authority**

*The St Botolph's elements of the scheme are the responsibility of our Local Highway Authority partner, Essex County Council. The Borough and County councils have worked in partnership over an extensive period and have a strong track record of developing and delivering similar large capital schemes together. The councils worked in tandem in the preparation of Colchester's Town Deal programme from genesis to delivery, and this new scheme is a linear development and natural progression of our well-established and highly regarded Town Deal programme.*

*The County Council has formally endorsed this proposal and the submission of this bid to DLUHC. If the funding award is successful the partner local authorities will enter a service level agreement, again applying best practice established within our Town Deal programme.*

*4.3 The Case for Investment Applicants should use this section to detail a compelling case for why the proposed investment supports the economic, community and cultural priorities of their local area. Applicants should upload their completed Theory of Change model that supports this section at the time of submission. For package bids, an explanation should be provided as to how the component projects are aligned with each other and represent a coherent set of interventions*

#### **4.3.1 Please provide evidence of the local challenges / barriers to growth and context that the bid is seeking to respond to.**

**(500 words)**

*We have used ONS statistics to help us understand our local area including NOMIS to identify labour market challenges. Our Town Investment Plan analyses the local economic, social and environmental position (see [CBC-null-town-investment-plan-bid-Town Investment Plan bid.pdf \(windows.net\)](#) ) and many of these points are summarised here.*

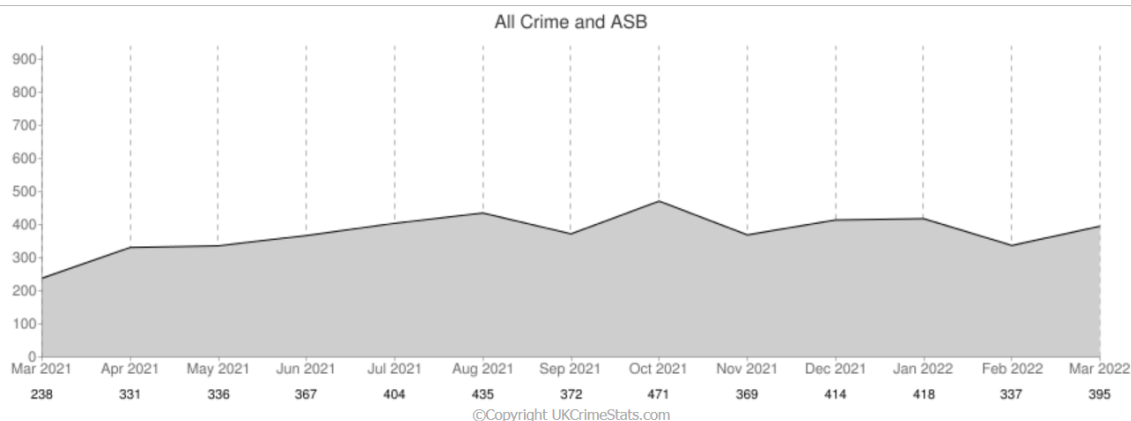
*One perspective for Levelling-Up is an image barrier. Our status as an Ancient Capital of Roman Britain should be, indeed is, beneficial to the economy – particularly the visitor economy. However, Colchester is in danger of being seen as “historic” rather than forward looking by investors. Our Town Deal and this LUF programme seek to build on heritage assets whilst updating our infrastructure and image to that of a modern and vibrant commercial hub, offering safe and reliable connectivity in a pleasant environment. The irony is that these words might well describe the original Roman Fort on the site.*

*Issues include:*

- *Gross value added per worker – below comparator Essex towns Braintree, Brentwood, Chelmsford (ONS)*
- *Gross median weekly pay - below comparators (ONS)*
- *Employment rate 16-64 year olds - below comparators (ONS)*
- *Low jobs density – ratio of total jobs to population aged 16-64: Colchester 0.74, East 0.85, GB 0.84 (NOMIS 2020)*
- *Low rates of economic activity - Colchester 76.5%, East 81%, GB 78.4% - worse for males (NOMIS Dec 2021)*
- *Lower rates of qualifications, all levels of East and GB (NOMIS 2021).*

*Too much of the public realm is tired. Retail and office space now need adaptation. There are high vacancy rates in places around the town centre, with Colchester now close to national average vacancy levels from a position of doing better than elsewhere. Crime and anti-social behaviour are creeping upwards.*

## Crime Type and ASB Charts for Colchester Town



*“While none of these problems are chronic, they signal a place in need of additional care and revitalisation heightened by the COVID-19 pandemic.” – Colchester Town Investment Plan*

*Our plans support Levelling-Up and will complement net zero carbon and improving air quality, regional and local strategies, and investments. This includes recent Town Deal Funding, and we have been allocated £1.36m funding from the Shared Prosperity Fund (SPF) over three years, working with our partners in the public sector including further and higher education. Our investment plan will cover SPF’s priority goals - Communities and Place, supporting local businesses, and People & Skills.*

*The Council’s plans include:*

- *Promotion of climate/sustainability good practice - for example, working with Essex County Council to facilitate implementation of Safer, Greener, Healthier routes in the Town Centre via the Colchester Future Transport Strategy. A climate and sustainability plan is provided at Appendix 11.*
- *Local Full Fibre Network Gigabit Broadband High Street works.*
- *Working with Colchester BID to encourage people to buy locally.*
- *Colchester’s four Arts / Museum based National Portfolio Organisations supported in stimulating arts and cultural sector businesses.*
- *Town Deal – moving to deliver We Are Colchester’s £19.2M Town Investment Plan.*
- *Modern Methods of Construction (MMC) – exploring opportunities to access MMC funding to unlock sites including housing sites.*
- *Ongoing support for arts and cultural sectors through ‘Creative Colchester’ Board.*

### 4.3.2 Explain why Government investment is needed (what is the market failure).

**(600 words)**

*The South-East corner of the Town Centre has been the subject of the St Botolph’s Masterplan adopted 2005; see: [439\\_NEW\\_SPG\\_JZ\\_FIN\\_140705.qxp \(windows.net\)](#). Some elements of this masterplan have been delivered and are now well established including Firstsite, the Curzon cinema, the Queen Street Business Centre, and the court building. Further elements are now being brought forward including the new Digital Working Hub and grow-on facility for creative and digital businesses at 43 Queen Street.*

*However, the regeneration of the southern parts of this zone has stalled with little or no investment seen in recent decades, and now stand in stark contrast to other parts of the*

*Town Centre. This is primarily due to commercially-based schemes failing to meet viability due to changes in market conditions since the financial crisis of 2008, in particular the decline of major retail which was originally intended to anchor a large-scale regeneration scheme spanning this area. The Vineyard Street site is considered to have significant redevelopment potential. It has been the subject of several proposals over the years, but to date none of these retail-led schemes have been taken forward for several reasons related to changing market demands and viability*

*The council has undertaken a comprehensive programme of land assembly. However, whilst the public sector has a central facilitative role to play in regeneration, it lacks the means to bring forward developments needed on its own, at risk and at sufficient scale and pace to demonstrate critical mass to private investors. Similarly, the private sector cannot drive and deliver the changes needed due to market conditions. The area therefore needs structural funding to bridge this gap and create the right conditions for private investment; de-risking these schemes by giving absolute certainty to the market that these sites are developable.*

*Whilst investment in active and sustainable travel is now underway there remains a deficit in connectivity and integration between modes of transport. Outside financial intervention is needed to alleviate significant transport and connectivity challenges faced and realise opportunities to achieve significant mode shift and transport decarbonisation.*

*Several of the interventions proposed in this scheme are primarily designed to make the area safer through design. These vital improvements are difficult to deliver through commercial means as they do not generate a direct financial return.*

*Commercial property owners have indicated that they are minded to invest in their properties but are unwilling to do so until and unless they see public sector partners attracting investment into this part of the town centre. Similarly, there are wider regeneration opportunities for areas with lower land values to the east and south of the scheme boundary for this bid; however, the common denominator is that the area first needs to see evidence of planned and coherent investment to pump-prime development of these brownfield sites, which otherwise will remain fallow.*

**4.3.3 Please set out a clear explanation on what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers with evidence to support that explanation. As part of this, we would expect to understand the rationale for the location.**

**For large transport bids £20M - £50M applicants should submit an Option Assessment Report (OAR).**

**(750 words)**

*This key part of the town centre suffers from a wide range of challenges as set out above but presents a real opportunity to bring forward a cohesive, balanced and focussed suite of investment interventions which will overcome current deficits and make the area fit for future purpose. This significant regeneration potential is further enhanced by a high proportion of the land under public sector ownership and control.*

<i>Proposed investment</i>	<i>Issues and challenges this will address</i>	<i>Rationale &amp; Levelling Up (LU) Missions</i>
<i>Britannia Yard - housing (100 units).</i>	<i>Market failure in land/property residual values. Town centre cycle of decline ASB and crime GHG emissions Job density required.</i>	<i>Southeast corner of town centre has been neglected and its assets gone unseen. Brings new footfall for 24/7 activity and links footfall to businesses and job creation. Drives further residential schemes in medium term. <b>LU Missions 1, 8, 9, 10, 11</b></i>
<i>Vineyard Street - housing (75 units).</i>	<i>As above.</i>	<i>As above.</i>
<i>St Botolph's roundabout re-design for active &amp; safe connections.</i>	<i>Town centre severance from Southeast removed Public realm enhancement Pride in place Active travel ASB and crime GHG emissions.</i>	<i>The roundabout is a prime example of poor public realm design that reinforces severance from the town for some of our most deprived communities. Private car has primacy over active and safe routes for pedestrians and cyclists exemplified by 1960's underpass walking routes. <b>LU Missions 1, 8, 9, 10, 11</b></i>
<i>Britannia Yard or Vineyard Street Bike Hub.</i>	<i>Infrastructure to complement active travel and LCWIP route investments is required Pride in place Active travel ASB and crime GHG emissions.</i>	<i>A dedicated new facility at the heart of the town's active and sustainable travel networks to complement LCWIP investments. <b>LU Missions 8, 9, 11</b></i>
<i>New Public Realm including additional new northern step-free pedestrian access to the railway station, improved historic interpretation and access through St Botolph's Priory, and creation of a new heritage walking route.</i>	<i>Town centre severance from Southeast removed – specifically at Colchester Town Railway station Improving visitor experience Pride in place Active travel ASB and crime GHG emissions Job density.</i>	<i>New tourist routes and access to heritage assets created <b>LU Missions 8, 9, 11</b></i>
<i>Vineyard Street Public Realm.</i>	<i>Market failure in land/property residual values Town centre cycle of decline Pride in place Active travel ASB and crime GHG emissions Job density.</i>	<i>Showcasing and protecting the rich heritage context of this part of the town centre, with a public square in front of the historic wall <b>LU Missions 8, 9</b></i>
<i>Completion of "Kerbless" Street route @ Short Wyre Street.</i>	<i>Pride in place Active travel.</i>	<i>Links new developments of the St Botolph's area to walking and retail artery of the town centre, improving accessibility and safety</i>

<i>Proposed investment</i>	<i>Issues and challenges this will address</i>	<i>Rationale &amp; Levelling Up (LU) Missions</i>
		<i>including in the night-time economy. <b>LU Missions 1, 8, 9, 11</b></i>
<b>█</b> sqm of new commercial space.	<i>Market failure in land/property residual values Town centre cycle of decline Pride in place Job density required.</i>	<i>Hub for businesses, creating 10 new jobs, showcasing opportunities for young people with <b>█</b> new commercial units. <b>LU Missions 1, 6, 8, 9</b></i>
<i>Shop-front improvement scheme.</i>	<i>Market failure in land/property residual values Town centre cycle of decline Pride in place Job density required.</i>	<i>Frontage uplift grant for 15 businesses focussing on St Botolph's Street and Osborne Street. Perceptions of this area are currently poor. Signals to local community that step-change regeneration is coming. <b>LU Missions 8, 9</b></i>

#### **4.3.4 Please explain how you will deliver the outputs and confirm how results are likely to flow from the interventions.**

**This should be demonstrated through a well-evidenced Theory of Change. Further guidance on producing a Theory of Change can be found within HM Treasury's Magenta Book (page 24, section 2.2.1) and DLUHC appraisal guidance.**

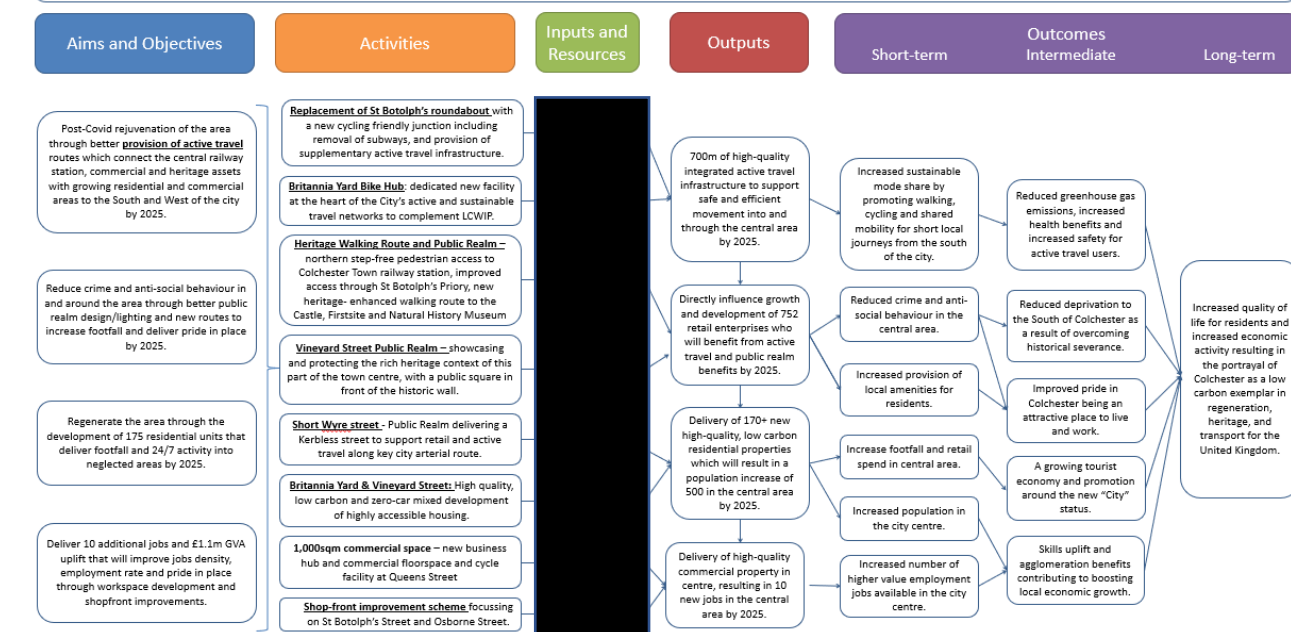
**(500 words).**

*The interventions within this scheme present a cohesive bundle of objectives, inputs, outputs, outcomes, and impacts. Our theory of change is presented below in graphic form and is included in full at Appendix 14. This flows from a ROAMEF base. We recognise that the deep-seated Levelling-Up challenges for Colchester can be best addressed from a strong intervention rationale and strategic case for change that must be part of a dynamic review process that informs policy over time.*

*Our aims and objectives are SMART (see theory of change) and are contiguous with Town Deal and other local investments on the renewal of our town centre. Our activities form a cohesive suite of interventions that will address failure in the local property market with the dual aim of improving the public realm and displaying heritage assets whilst drawing new footfall and residents into the central area. We will address aesthetics and urban form based on our historic resources to improve connectivity between Colchester Town station and the centre with better and safer walking and cycling routes. Improved linkages will increase footfall and ultimately jobs in the centre based on increased visitor volume and value from tourists and locals.*

*Our public realm and active travel plans will make the train and bus stations accessible from the south, i.e. to benefit the extensive residential areas that are in close proximity to the transport nodes but currently experience severance issues, particularly after dark.*

Rationale: Colchester's City status and heritage image provide an opportunity to break a slow cycle of decline in the central areas that are partly structural and design related in our ancient settlement. These are compounded by economic / social issues witnessed by low economic activity rates, an ageing population, low levels of qualifications, lower rates of pay and jobs density, and increasing issues with crime and anti-social behaviour.



**4.3.5 For package bids you should clearly explain how the component projects are aligned with each other and represent a coherent set of interventions.**

**(250 words)**

N/A: this is a single bid not a package bid.

**4.3.6 Applicants should also briefly set out how other public and private funding will be leveraged as part of the intervention.**

**(500 words)**

We anticipate that the £19.6m awarded under this application by LUF will be [REDACTED] from the private sector and other public sources.

Proposed investment	Inputs (costs)	LUF £m	Leverage £m (source)
Britannia Yard - housing (100 units)	[REDACTED]	[REDACTED]	[REDACTED]

Proposed investment	Inputs (costs)	LUF £m	Leverage £m (source)
Vineyard Street -housing (75 units)			
St Botolph's roundabout re-design for active & safe connections.			
Britannia Yard or Vineyard St. Bike Hub			Nil
New Public Realm including additional new northern step-free pedestrian access to the railway station, improved historic interpretation and access through St Botolph's Priory, and creation of a new heritage walking route*			Nil
Vineyard Street Public Realm*			Nil
Completion of "Kerbless" Street route @ Short Wyre Street*			Nil
Provision of m new commercial space	See Vineyard Street and Britannia Yard		
Shop-front improvement scheme*			Nil
Total			

\*Amenity uplifts adds value to residential and commercial improvement schemes

The scheme utilises a by bringing forward the St Botolph's roundabout re-design which forms a key component of this intervention. Furthermore, the project partners are contributing significant landholdings into the scheme valued at £m. The scheme leverages significant private sector investment (£m), notably through the two housing-led regeneration schemes at Vineyard Street and Britannia Yard which will commence promptly through this intervention, these having a combined GDV of at least £m.

4.4. Alignment with the local and national context In this section, applicants should clearly articulate their alignment with any relevant local and national strategies and objectives concerning investment, infrastructure and levelling up. Applicants should explicitly state how the bid will substantially support the delivery of local and national policy objectives.

#### 4.4.1 Explain how your bid aligns to and supports relevant local strategies (such as Local Plans, Local Economic Strategies, Local Cultural Strategies or Local Transport Plans) and local objectives for investment, improving infrastructure and levelling up.

**For Northern Ireland, Scotland and Wales bids: In addition, explain how your bid aligns to the strategic plans and objectives of devolved administrations.**

**(500 words)**

Our Town Investment Plan, the Colchester Local Plan and new City Status set out a bright future for Colchester and the requested LUF2 monies are a natural extension of this approach into a neglected part of the town centre.

The Town Investment Plan ([Appendix 15.2](#)) was prepared as part of our Town Deal programme to provide an overview of the key opportunities and challenges facing our town.

*This strategy supports investment in connectivity improvements and high-quality development linked to heritage and public realm.*

*Our LUF plans are fully endorsed by the partners in our BID.*

*Section 2 of Colchester's emerging 2021-2033 Local Plan The Local Plan · Colchester Borough Council was adopted by full council on 4<sup>th</sup> July 2022. It notes the planned regeneration of the Town Centre generally and makes specific reference to the St Botolph's area as one of five key regeneration zones identified in the Borough.*

*The local plan endorses the key interventions proposed here including the Vineyard and Britannia housing schemes, walking/cycling infrastructure and cultural / heritage assets and notes the priority of managing and improving access and reducing congestion and GHG emissions in the town centre.*

*Colchester's relaunched 2022 local Economic Strategy notes the need to address competition from other places and invest in Colchester to further modernise its digital and transport infrastructure, protect its appeal, and attract and retain businesses. It recognises the need to attract further inward investment and improve our infrastructure.*

*The North Essex Economic Strategy 2019 notes the role of Colchester as a sub-regional centre and the implications arising from the approved 9,000 home Tendring Colchester Borders Garden Community 3 miles east of the scheme site.*

*Safer Colchester Partnership's priority two: "Driving down ASB and violent crime in public" is fully aligned with the projects in this LUF2 bid. We specifically relate to proposals to:*

- Use available resources and legislation to tackle ASB and public order offences.*
- Bring reassurance to residents regarding their personal safety, assist in driving down crime rates to improve quality of life for the wider community.*
- Support activity to ensure the safety of those participating in the night-time economy, including disruption of knife crime and possession of offensive weapons.*

*Colchester's Future Transport Strategy "Safer, Greener, Healthier" Colchester Future Transport Strategy | Essex County Council (essexhighways.org) sets out the vision and key challenges for improving transport. It notes heavy over-dependency on car, and the importance of investing in and improving active and sustainable travel infrastructure, and the role this can play in improving our town including the quality of the environment and supporting economic growth and connectivity.*

*The interventions proposed in this bid complement our COVID-19 Recovery Plan and Colchester's Strategic Plan The Strategic Plan 2020-23 · Colchester Borough Council. The latter includes commitments to deliver new homes (including affordable) with infrastructure and facilities, make our town centre more vibrant, improve our cultural offer, improve public realm, reduce traffic in our town centre, improve routes for cyclists, and reduce car use.*

#### **4.4.2 Explain how the bid aligns to and supports the UK Government policy objectives.**

**For Northern Ireland, Scotland and Wales: In addition, explain how your bid aligns to any specific policy objectives, legal and statutory commitments relevant to the devolved administrations.**

**(500 words)**

*Our bid is founded upon key tenets of national Government policy. We understand the policy shortcomings highlighted in the Levelling-Up White Paper around:*

- *longevity and policy sufficiency*
- *policy and delivery coordination*
- *local empowerment*
- *evidence, monitoring and evaluation*
- *transparency and accountability.*

*Proposals here and in our Town Deal and Shared Prosperity Fund applications see that addressing these is a fundamental requirement for success.*

*In transport we are especially committed to decarbonisation through mode shift to active travel and we welcome the associated opportunities within the Government's National Bus Strategy, Cycling and Walking Plan and Ten Point Plan for a Green Industrial Revolution. We also recognise and are acting upon investment in gigabit-capable broadband that enhances digital connectivity and reduces the need to travel and therefore reduce GHG emissions.*

*We anticipate that we will be aligned with the Government's Health White paper, and we are most certainly aligned with High Streets strategy, youth facilities, encouraging active travel, provision of new, affordable homes, cultural investments and safer neighbourhoods. We see the UK Shared Prosperity Fund as a key mechanism to link improvements in our urban environment to actions to grow and develop our people and our businesses.*

*This scheme directly supports several Government transport and environmental objectives and commitments. These include addressing a long-standing Air Quality Management Area which passes through the scheme site; offering opportunities for greening, reducing car movements, promoting active travel and transport decarbonisation as a contribution to net zero by 2050. We have piloted the use of E-Cargo bikes and E-scooters, and this scheme will enable their further use and development.*

*National housing policy is supported by our ambitious programme of new homes development including affordable options. And of course, our proposals are entirely complementary with Build Back Better plans. We have already invested heavily in Local Cycling and Walking through LCWIP schemes, and the forward thinking here will build upon these achievements and deliver a comprehensive network of "safer streets / fearless streets" to promote active travel, health improvements and address crime and anti-social behaviour.*

*Perhaps most notably, we focus on our future high street with both Town Deal and this LUF2 proposal emphasising creating and anchoring activity in and around the town centre (see city status award) through:*

- *Relentless focus on making the high street better for business, for shoppers, workers and tourists and for current and future residents.*
- *Presenting permeable streets, with better way finding initiatives, that build on the many small traders and restaurateurs in our central area to build back better for a post pandemic High Street renaissance.*
- *Following policy principles and ideas in the Government's Tourism Recovery Plan where we note, "Tourism is an economic, social and cultural asset. The sector connects people to the UK's history, showcases the UK's innovation, and will have a key role to play in*

*reviving the spirits of the nation as the country emerges from the pandemic.” A sentiment that historic Colchester can truly embrace and deliver.*

#### **4.4.3 Where applicable explain how the bid complements / or aligns to and supports existing and / or planned investments in the same locality.**

**(100 words max per fund)**

*Colchester has secured recent DLUHC investment of £19.2m from the Towns Fund. Whilst none of this award is being targeted at the area for this scheme, a substantial part of the funding (■■■■■) will be used to enhance our core town centre just to its north. The actions in this bid provide a direct, logical and seamless extension to the initial phases funded by the Town Deal, in particular a new cycle route to the town centre. The LUF actions complete a thorough and ambitious investment in the future of the town centre.*

*Funding (■■■■■) from the Borough Council’s COVID-19 Recovery fund (2020) has enabled delivery of attractive new artwork, erecting a metal arch sign over the junction of Short Wyre Street and Queen Street. This brings strong additionality to the final phase of the kerbless street proposed through this scheme.*

*The County Council has been remarkably successful in drawing down several tranches of Active Travel Fund (ATF) from Department for Transport which are enabling the delivery of significant walking and cycling improvements in Colchester, including completing the funding package for one of our key LCWIP routes as outlined above, and a vital new east-west cycle route which will pass through the (LUF-funded) scheme boundary; providing outstanding cycle connectivity.*

*The (SELEP) Local Growth Fund (LGF) has recently brought £3.77m investment to Queen Street; adjacent to the development scheme, to deliver a new grow on scheme and digital working hub, a key part of our employment and innovation infrastructure. Currently in its construction phase, this facility is vital to drive business and jobs growth through the LUF-funded scheme as these expanding businesses seek attractive and convenient commercial workspace close to the existing cluster for the creative and digital industries.*

*The Housing Infrastructure Fund (HIF) has funded the first phase of Colchester’s Rapid Transit System (RTS), which will open in 2025 (■■■■■), dramatically boosting the connectivity between the LUF-funded scheme area, major employment, education and leisure assets across the town, and key infrastructure including the main railway station and the town’s hospital; putting all of these assets in easy reach by fast and very sustainable travel.*

*The council is engaged with Homes England (HE) and has secured ‘Investment Partner’ status, to support the creation of affordable new homes.*

*Colchester was recently awarded funding under the Home Office’s ‘Safer Streets’ fund. Two separate Colchester bids were successful; one covering the Greenstead housing estate and a second for the Town Centre. For the latter, (■■■■■) Safer Streets funding (■■■■■) will deliver a project which engages with young people in and around the area to foster long term changes to behaviour, and work with businesses & residents to engage the wider community in tackling inappropriate and criminal activity, and foster a strong network of partners committed to creating a safer environment. This will boost and complement the LUF-funded scheme, recognising the significant levels of crime and ASB in the intervention zone.*

**4.4.4 Please explain how the bid aligns to and supports the government's expectation that all local road projects will deliver or improve cycling and walking infrastructure and include bus priority measures (unless it can be shown that there is little or no need to do so). Cycling elements of proposals should follow the government's cycling design guidance which sets out the standards required.**

**(250 words)**

*The scheme builds upon recent and planned investment in active travel infrastructure including the new east-west cycling corridor passing through this site, and links into the first phase of the towns LCWIP which has recently been funded under ATF Round 3 and Towns Fund, linking the town centre with the University and the Greenstead housing estate 2 miles east, which includes a ward in the 10% most deprived in England (IMD, 2019 census).*

*Our St Botolph's roundabout scheme introduces high-quality, family-friendly active mobility access across the improved junction layout, removing the 1960's concrete underpasses and ending the severance of this part of the centre from the main commercial areas. Reduced crime and perception of crime will make walking and cycling more attractive to a wider area in the town centre's catchment.*

*The new peninsularised design reclaims road space to enable enhanced public realm, greening, seating for social interactions and a space for pop up kiosks that can provide a platform for local businesses and activate this key gateway node.*

*A coherent new town centre hub for the secure parking and hire of bikes, e-bikes, e-scooters, and e-cargo bikes placed at the heart of a multi-modal hub including bus, train and car parking facilities forms the first steps towards the creation of a full multi-modal transport hub.*

*These active and sustainable travel facilities will be at the centre of twin housing developments which exemplify travel and sustainability principles; built on a zero-car basis, and fully exploiting the rich connectivity available.*

**4.4.5 Please tick to confirm which of the following Levelling Up White Paper Missions (p.120-21) your project contributes to:**

Living Standards *Check / Tick*

Transport Infrastructure *Check / Tick\* See 3.7a above*

Digital Connectivity *No*

Education *No*

Skills *Check / Tick*

Health *Check / Tick*

Wellbeing *Check / Tick*

Pride in Place *Check / Tick*

Housing *Check / Tick*

Crime *Check / Tick*

Local Leadership *Check / Tick*

**And write a short sentence to demonstrate how your bid contributes to the Mission(s).**

*This scheme contributes very effectively across several of the 'Levelling Up' missions, (especially 1, 6, 8, 9, 10, 11) through our focus on pride in place, better connectivity, crime and public safety, homes and jobs and skills that are deliverable now.*

## Part 5 – Economic Case

All costs and benefits must be compliant or in line with HMT's Green Book, DfT Transport Analysis Guidance and DLUHC Appraisal Guidance. Please also see Technical Note.

### 5.1.1 Please provide up to date evidence to demonstrate the scale and significance of local problems and issues.

(500 words)

There are three issues:

1. *Jobs density/employment (figures from NOMIS 2020)*
  - *Jobs density is low; 0.74 for Colchester, East 0.85, GB 0.84.*
  - *More part time jobs (37.3%) than GB average (32.1%)*
  - *Three sectors standout for employee jobs:*
    - *Education (University town) 12% of employee jobs, 9% East, 9% GB*
    - *Health / social work (ageing population) 18%, 12.8% East, 13.6% GB*
    - *Wholesale/retail (offer also serves Tendring) 16.9%, 16% East, 14.9% GB*

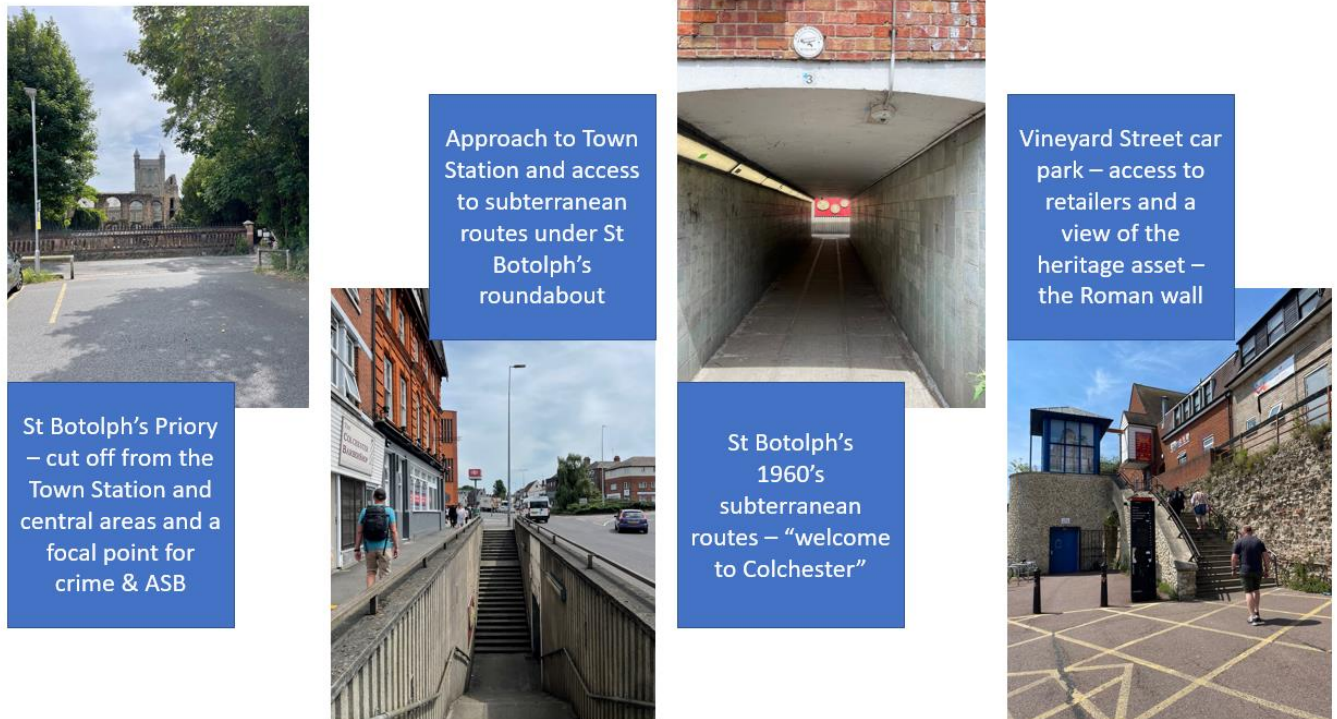
*There are too few jobs. Our key asset is the historic centre. Thus, Levelling-Up investment must focus on the whole town centre as a driver of the local economy.*

2. *Crime and anti-social behaviour are increasing, with high concentrations in our LUF intervention area.*
  - *Data from the Town Centre action team. The Priory, St Botolph's and Castle Park are hotspots for crime / ASB.*

<b>Recorded crime within CO2 7 postcode</b>	<b>June 2019 to May 2020 (pre-COVID-19)</b>	<b>June 2020 to May 2021 With lockdown</b>	<b>June 2021 to May 2022 Lockdown and new normal – TRENDING UPWARDS</b>
VIOLENCE AGAINST PERSON	83	38	77
THEFT	28	16	33
PUBLIC ORDER	34	18	24
DAMAGE AND ARSON	23	9	27
DRUG OFFENCES	15	9	10
SEXUAL OFFENCES	4	5	3
POSSESS WEAPON OFFENCES	5	4	2
MISC CRIMES AGAINST SOCIETY	3	1	5
ROBBERY	2	1	1
Grand Total	197	101	182

*In these areas heritage assets can be unlocked to drive footfall. Levelling-Up investment is required to design out crime and design in a safe and welcoming urban environment. A new resident community (175 units) will bring new life to these areas.*

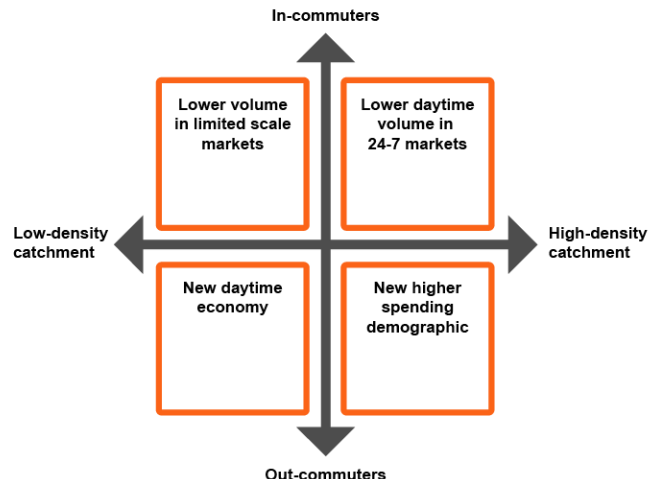
3. *Infrastructure and connectivity to drive footfall and town centre vitality are inadequate*
  - *See the images below.*



- *We have used the LGA's "Creating Resilient and Revitalised High Streets" in the "new Normal" report to inform our thinking. The report (Jan 2022) includes numerous examples of places tackling the issues we are experiencing.*
- *Colchester has three AQMAs. The largest includes all but one road exiting St Botolph's Roundabout. Emissions remain stubbornly high; in 2020 Mersea Rd, was one of only three areas in Essex exceeding air quality objectives. The new design provides opportunities for greening and landscape features contributing to improved air quality.*
- *Our theory of change links these investments to future improvements in public health, promoting walking and cycling and creating social spaces to engage with.*

*LGA's Creating Resilient and Revitalised High Streets in the "new Normal" below:*

- Widen catchment
- Encourage employers with more physically present staff
- Encourage more residential on/around high street
- Keep commuters longer when they're around
- Increase spend per visit
- Further develop attractiveness to non-commuters



- Expand or create new capacity
- Convenience and flexibility
- Skills and supply chains
- Digital skills and connectivity
- Ownership, risk appetite and succession
- Broader, higher value offer to attract and retain remote workers during the week
- Convenience and flexibility
- Higher spending mix, but beware real incomes squeeze

- *In 2018 Living Streets updated their work on the “Pedestrian Pound.” “Footfall on the UK’s high streets has fallen by 22.2% since 2007. However, research suggests well-planned improvements to public spaces can boost footfall and trading by up to 40%.”*

*Our current infrastructure is tired, not fit for purpose and designed around the private car, with St Botolph’s roundabout a prime example. Its re-creation as a walking and cycling oriented key gateway can link communities directly into central areas. Walking routes exhibiting our heritage assets benefit our tourism economy and pride in place.*

**5.1.2 Please demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues. Please demonstrate how any data, surveys and evidence is robust, up to date and unbiased.**

**(500 words)**

*We have combined a mix of quantitative data from ONS, NOMIS, our Town Investment Plan, and local data with qualitative insights gleaned from local consultations with key stakeholders. Outside of these sources we have sought to use expert advisers e.g. Essex Highways, WeMadeThat architects and Steer Economic Development to offer insights and challenge to our collection and interpretation of the data. Steer’s economics experts have addressed issues of optimism bias and appraisal in general around the economic case. WeMadeThat have focussed on urban aesthetics and the link between design and*

*community safety and pride in place. We have had the multi-disciplinary teams at Essex Highways involved to consider the interrelationships between data and issues / solutions in a joined up, systematic consideration of our future City centre.*

*We have used the data from our Town Investment Plan as the basis for much of the planning for LUF2 – the significance being that our BID and Town Deal Boards have spent many hours collectively and individually examining the rationale for intervention in the Town Investment Plan. We are assured that the data in the Plan that is reinterpreted and spatially applied as appropriate here is correct and balanced based upon the commentary from these fora.*

*Perhaps most importantly, through seeking current and well renowned policy exemplars we are assured that our approach will be positively productive. We note the work from the Local Government Association in the areas of pandemic recovery planning and future High Streets, the details contained in the Levelling-Up White Paper and its technical annexes, expert and ground-breaking work from Living Streets and perhaps most importantly the views of our residents and business community – notably though regular dialogue with the BID and our Town Deal Board.*

*Our officers, members and advisers have all benefitted from the materials offered by the What Works Network - an important source of ex-post ante evaluation and thinking around future policy. Of reference have been the What Works materials on health, crime, local economic growth and well-being.*

*Wherever possible we have used robust data sources e.g. NOMIS for conclusions on job density. Local data, crime for example, corresponds with trends observed in the wider area by Essex Police. Building on the success of our Town Deal application and our City Status award for Her Majesty the Queen's Jubilee we are confident that our qualitative and quantitative data, interpretation and policy thinking are sound and fit for purpose.*

### **5.1.3 Please demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions.**

**(250 words)**

*Qualitative data sources are from local teams (Essex County and Colchester Borough Councils) and businesses familiar on a day-to-day basis with the target area. We note again the extensive liaison with our BID members, Town Deal Board and local community safety teams who understand issues on a matter-of-fact basis, and we are aware that these teams / individuals are assured that data used is appropriate to the challenges and opportunities apparent in the target area.*

*In order to place the inputs from our consultancy advisers in context Colchester Borough Council staff hosted a familiarisation visit with the team in June 2022. This included extensive walking tours around the central area as well as the target sites and culminated in a workshop covering details of the bid and the consultant team's experiences from elsewhere in the UK and internationally.*

**5.2 Effectiveness of proposal in addressing problems in this section applicants should clearly set out how the activity described in the bid will address the challenges identified.**

**5.2.1 Please provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems. Quantifiable impacts should be forecasted using a suitable model. Theory of Change evidence should be identified and referenced.**

**(750 words)**

*LUF2 actions will deliver a sustainable impact to:*

- *Increase quality of life*
- *Raise economic activity levels*
- *Deliver pride in place*
- *See Colchester portrayed as an exemplar for low carbon in regeneration, heritage and active travel.*

*A LVU model has been created and used alongside the DfT Active Mode Appraisal Toolkit to calculate the benefits of the intervention.*

*Our theory of change (see Appendix 14) has four objectives:*

- 1. Post-COVID 19 rejuvenation of the area through better provision of active travel routes which connect the railway station, commercial and heritage assets with growing residential and commercial areas to the South and East of the town by 2025.*
- 2. Reduce crime and ASB in and around the area through better public realm design/lighting and new routes to increase footfall and deliver pride in place by 2025.*
- 3. Regenerate the area through the development of 175 residential units that deliver footfall and 24/7 activity into neglected areas by 2025.*
- 4. Deliver ■ additional jobs and £■■■■ GVA uplift that will improve jobs density, employment rate and pride in place through workspace development and shopfront improvements.*

*Our LUF2 bid and Town Deal investment will create vibrant streets and spaces, defined by surrounding buildings be that new/modern or heritage assets, to form an interconnected network of places that support private, commercial and civic functions. Our streets will be renewed through a network with pedestrian priority that gives a good choice of means of transport. Security will be enhanced through an environment that encourages people to act in a civil and responsible manner.*

*We will use LUF2 to deliver:*

- *700m of high-quality integrated active travel infrastructure for safe and efficient movement into and through the central area by 2025 to deliver £■■■m benefits;*
- *growth and development of ■ retail/commercial enterprises who will benefit from active travel and public realm by 2025 through increased footfall and town centre spend;*
- *minimum 175 new high-quality, low carbon residential properties which will result in a population increase of ■ residents in the central area by 2025;*
- *■ new jobs in the central area by 2025; and*
- *improved pride in place.*

*We need to deliver and present a 'bigger town, now city, centre' – supporting the wider Northeast Essex economy through delivering Colchester town centre as the hub to a broad catchment including the neighbouring Tendring district.*

Colchester sees significantly above average levels of SME's in the local economy. The new commercial space delivered through this scheme will meet current and foreseeable future demand for convenient, highly connected and high-quality workspace, noting the existing and established cluster for the creative and digital sector which this scheme will greatly enrich.

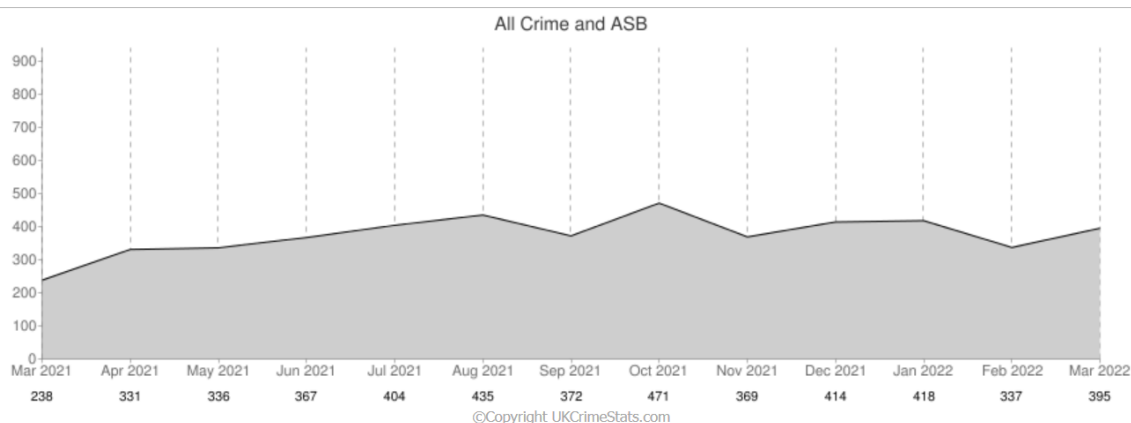
Active travel, coupled with reducing car movements, is an enabler for improved health outcomes and impacts. The Clean Air survey undertaken in 2019 found a quarter of all car journeys in Colchester are under 2 miles and the most common journey people said they make in their cars is to the shops (34%). Long-standing issues which hamper adoption of active travel in this area will be removed and crime and ASB reduced.

We note challenges and opportunities around cycling in the area (source Essex County Council):

- Colchester has the highest level of total cycling within Essex with highest number of collisions involving cyclists (after Southend).
- Cycle crime at railway stations shows that Colchester station had the highest level of cycle crime in Essex.
- Colchester Central Corridors (High St Colchester, Head St, North Hill, Queen St, St Botolph's St, St Botolph's Circus, Osbourne St, Magdalen St, Military Rd, Mersea Rd, Brook St, East St and St Johns Street) are within the Air Quality Management Area and reduced car usage will deliver improvements.
- [Widen My Path](#) has views of residents that support increased public realm in this area 'Pedestrians are hemmed in at this busy corner and have no option but to walk within inches of each other while the roundabout uses enormous amounts of space for cars, particularly when trains arrive, and the pavement becomes very crowded.'
- Physical activity among adults is falling (2022 64.12% cf 2021 72.59%) from JSNA data but one in five adults in Colchester walk for travel at least 3x per week – highest in Essex.

Too much of the public realm is tired. Retail and in particular office space now need adaptation. There are high vacancy rates in places around the town centre, with Colchester now close to national average vacancy levels from a position of doing better than elsewhere. Crime and anti-social behaviour are creeping upwards.

## Crime Type and ASB Charts for Colchester Town



**5.2.2 Please describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs. Key factors to be covered include the quality of the analysis, the quality of the evidence and the accuracy and functionality of the models used.**

**(500 words)**

*In line with Green Book guidance, the Economic Case adopts an appraisal period of 30 years; costs are shown in 2022 prices; incorporate optimism bias on costs of 24%; apply a discount rate of 3.5% to costs/benefits to calculate Net Present Values; and adopts prudent, reasonable assumptions throughout.*

*Considering the scope, nature and intended impacts of the project, particular emphasis within the benefits is placed on the anticipated wider LVU, likely to be achieved across the core town centre area.*

Benefit	Deadweight	Leakage	Displacement	Multiplier	Assumptions
LVU	10%	0%	20%	0.0	Existing and future use values are based on DLUHC Land Value estimates for the local area <sup>1</sup> .
Wider LVU	22.5%	0%	35%	0.0	[REDACTED]
Employment Impacts	8%	50%	20%	1.33	An employment density matrix was used to calculate the number of workers the commercial space could accommodate. An incubator [REDACTED] was selected as the most appropriate description, reflecting the innovative nature of the hub. Applying average Colchester Gross Value Added per worker of [REDACTED] per annum gives an estimate of the net additional contribution to local economic growth.
Active Travel	-	-	-	-	The DfT Active Travel Toolkit has been used to calculate benefits resulting from this intervention. The model assumes a [REDACTED] increase in cycle use and a [REDACTED] increase in pedestrians. [REDACTED] of cycling and

<sup>1</sup> Land value estimates for policy appraisal 2019. MHCLG (2020)

<sup>2</sup> Regeneration: transforming London's landscape - <https://www.cbreresidential.com/uk/en-GB/content/regeneration-transforming-londons-landscape>

<i>Benefit</i>	<i>Deadweight</i>	<i>Leakage</i>	<i>Displacement</i>	<i>Multiplier</i>	<i>Assumptions</i>
					walking trips will use the intervention <sup>3</sup> .
<i>Amenity</i>	25%	35%	22%	0.0	Amenity benefits have been calculated as per DCLG Appraisal Guidance. <sup>4</sup> The public realm element of the scheme aims to create a total of [REDACTED]m <sup>2</sup> new amenity areas (hard landscaped) in an urban core environment.
<i>Crime</i>	25%	35%	22%	0.0	Cost of Crime is estimated in Green Book Supplementary Guidance. <sup>5</sup> Number of crimes within the intervention area has been provided by Colchester Borough Council.
<i>Health</i>	25%	35%	22%	0.0	Health benefits captured accrue due to the affordable residential units which will be developed, calculated using the DCLG Appraisal Guidance <sup>6</sup> .

5.3 Analysis of costs and benefits in this section applicants should describe and explain the costs and benefits in the relevant Costings and Planning Workbook – Tables A – Economic Benefits and Table A - Economic Costs They should provide an explanation of how benefits and costs are analysed and estimated, and how this approach is proportionate for the proposal being submitted. All costs and benefits must be compliant or in line with HMT's Green Book (including supplementary guidance), DLUHC Appraisal Guidance, and if appropriate Transport Analysis Guidance. Package bids need to demonstrate both the overall package costs and benefits, and the disaggregated costs and benefits for each component project. Supplementary tables for component projects should be completed in full.

### **5.3.1 Please explain how the economic costs of the bid have been calculated, including the whole life costs.**

**(500 words)**

A consistent cost base across all costs and benefits has been applied to be compliant with HM Treasury Green Book guidance. Value for money is considered in our appraisal and our strategic case in terms of both monetised cost:benefits and the strategic and

<sup>3</sup> Census travel to work flows from 2011 were extracted for the top 10 identified MSOA - MSOA zone flows from the propensity to cycle tool for both cycling and walking. NTEM estimates were used to uplift Census travel to work flows to 2021.

<sup>4</sup> The DCLG Appraisal Guide, DCLG (2016). Pg 90.  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/576427/161129\\_Appraisal\\_Guidance.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/576427/161129_Appraisal_Guidance.pdf)

<sup>5</sup> The economic and social costs of crime, Home Office (2018).  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/954485/the-economic-and-social-costs-of-crime-horr99.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/954485/the-economic-and-social-costs-of-crime-horr99.pdf)

<sup>6</sup> The DCLG Appraisal Guide, DCLG (2016). Pg 90.  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/576427/161129\\_Appraisal\\_Guidance.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/576427/161129_Appraisal_Guidance.pdf)

transformational issues that Levelling-Up seeks to address in Colchester. Please see earlier reflections on Levelling-Up White Paper and six capitals.

In the preparation of economic costs, we have explored several options to deliver the uplift in town centre amenity, jobs and health of our community that are set out here. Innovative approaches have been considered within the options long-list and we believe that what we set out here provides the optimum balance of cost, benefit, and risk. Value for money is delivered in a well-reasoned benefit:cost ratio alongside unquantifiable benefits associated with community pride in place.

- *Do Nothing* - This option is the business-as-usual option whereby no intervention is made. This option will serve as the reference case.
- *Do Less* - Under this option, a limited amount of investment in the town centre is proposed. The New Public Realm element has been dropped as part of this option.
- *Preferred* – The preferred option comprises of 9 core elements. See section 4.3.3 above for details.

We have identified critical success factors in discussion with partners and expert advisers to encompass:

- *Delivery within LUF2 timescales*
- *Deep dive risk identification, allocation, and mitigation*
- *Community involvement*
- *Net zero contributions*
- *Linking residential and job opportunities to appropriate local agencies*
- *Providing critical mass impact by building on our soon to be conferred city centre status and Town Deal investments.*

We have sought to capture all costs associated with the intervention. Costs have been drawn from the Financial Case and adapted to capture the opportunity cost of the investment as per Green Book guidance. Private sector costs have been valued on an opportunity cost basis and included in the appraisal.

The approach to the assessment of costs is described in detail in the Financial Case.

The table below provides the costs of the preferred option at current values with the optimism bias (+24%) and discounting (3.5%) applied.

<b>Project</b>	<b>Costs - Preferred Option (2022 value)</b>	<b>Costs – Do Nothing (2022 Value)</b>	<b>Costs – Do Less (2022 Value)</b>
<i>Britannia Yard</i>		£0	
<i>Vineyard Street</i>		£0	
<i>St Botolph's Roundabout</i>		£0	
<i>Bike Hub</i>		£0	
<i>New Public Realm</i>		£0	
<i>Vineyard Street Public Realm</i>		£0	
<i>Completion of “Kerbless” Street route @ Short Wyre Street</i>		£0	
<i>of commercial space</i>	See Britannia Yard & Vineyard Street		



[REDACTED]

[REDACTED] the inputs, key assumptions, and uplift value for each of the three options.

Option	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Do Nothing	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Do Less	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Preferred	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

### Other Quantified Benefits

There are varying levels of public realm funded across the options which will result in varying levels of benefits. The table below summarises the gross benefits and key assumptions, by option. All of the benefits are calculated over a 30-year period.

Key Benefit	Do Nothing	Do Less	Preferred
Amenity Benefits	£0.0m	[REDACTED]	[REDACTED]
Active Travel <sup>8</sup>	£0.0m	[REDACTED]	[REDACTED]
Crime Savings	£0.0m	[REDACTED]	[REDACTED]
Health Benefits	£0.0m	[REDACTED]	[REDACTED]

### Employment Benefits – For Adjusted BCR

The employment impacts of this scheme are driven by the [REDACTED] sqm of new commercial space. Assumptions have remained prudent with job benefits being measured over 15 years and only 40% of total GVA output has been captured.

Option	Average GVA	Jobs Created	Benefit
Do Nothing	[REDACTED]	0	£0.0
Do Less	[REDACTED]	[REDACTED]	[REDACTED]
Preferred	[REDACTED]	[REDACTED]	[REDACTED]

The interventions outlined will create diverse and wide-reaching economic benefits in Colchester Town Centre. The benefits will be driven by the regenerative effects of substantial public realm improvements that will provide transformational benefits. The preferred option will provide [REDACTED] of net benefits, the do less option will provide [REDACTED]

<sup>8</sup> [REDACTED] the St Botolph's Intervention. This element is being treated as a regeneration scheme that improves the public realm and active travel connectivity, and is not being treated as a transport intervention. [REDACTED]

of net benefits, the do-nothing option will provide no additional benefits to the town.

In section 5.1.1 we referenced Living Streets 2018 work on the “Pedestrian Pound.” Their research asserts that well-planned improvements to public spaces can boost footfall and trading by up to 40%. Whilst LVU provides the substantial parts of the identified economic benefits we anticipate long term benefits from the pedestrianisation routes into the centre and a joined-up regeneration effort between LUF2 and Town Deal investments.

**5.4 Value for money** In this section applicants should set out the Value for Money (VfM) of their bid, taking account of monetised and non-monetised impacts and risks and uncertainties. Page | 33 Prior to completing this section the application should complete the relevant Costings and Planning Workbook – Table A – VfM.

#### **5.4.1 Please provide a summary of the overall Value for Money of the proposal. This should include reporting of Benefit Cost Ratios (BCR). (500 words)**

**If a BCR has been estimated, please provide the BCR of the proposal below.**

**If you only have one BCR, please enter this against the ‘initial’ BCR.**

**‘Initial’ BCR (single bid) 2.42**

**‘Adjusted’ BCR (single bid) 2.50**

*There is a clear rationale for intervention with the proposed project directly addressing a range of persistent market failures. In the absence of Levelling-Up Fund investment, it is likely that no private sector investment would come forward and no development activity would take place. It is also important to recognise that in the absence of the proposed transformational investment in Colchester Town Centre, it is likely that the vitality of the town centre will decline, resulting in a deteriorating physical environment.*

*Do nothing and do less, is being appraised in comparison to the preferred option. The appraisal of short-listed options indicates that the preferred option represents the best value for money investment. Taking into account the net costs and net additional benefits, the project achieves an initial BCR of 2.42 and an adjusted BCR of 2.50, representing good value for money. The non-adjusted and adjusted BCRs on the do nothing and do less options are below 1. This clearly indicates that the preferred option has the potential to deliver the best VfM outcome and would represent a good VfM outcome from public investment.*

#### **Value for Money Assessment**

Indicator	Do minimum	Do less	Preferred
Total Net Public Sector Costs	£0		
Total Net Private Sector Costs			
Total Net Benefits	£0		
Non-adjusted BCR	0.00		
Total Net Adjusted Benefits	£0		
Adjusted BCR	0.00	0.32	2.50

Switching analysis has been undertaken to calculate the percentage reduction in benefits and/or increase in costs which would have to occur to reduce the BCR to below 1. Switching analysis shows that a reduction of c.36% of net benefits or an increase in net cost by c.55% would be required to reduce the BCR to below 1. This clearly demonstrates the significant headroom within the project's VfM position.

**5.4.2 Please describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed, including the expected scale of these impacts. These will be factored into the overall Value for Money assessment of the bid.**

**(500 words).**

Alongside the quantified benefits presented above, the intervention options will deliver a range of wider, non-quantified benefits. An assessment of these wider benefits is presented below within a context that prominently covers non-monetised factors.

Benefit	Do Minimum	Do Less	Preferred	Explanation
Attractiveness, Distinctiveness & Pride of Place				As is highlighted extensively within the strategic case, the Preferred Option will transform the image of Colchester, the scale of improvements is dramatic which will increase its attractiveness and create a distinctive, high quality town centre. By improving perceptions of place, diversification of the town centre offer available for residents, supporting pride in place, community cohesion & well-being.
Sustainable Connectivity & Net Zero				The improved active travel routes will greatly enhance the pedestrian and cycleway connectivity and calm traffic throughout Colchester, with the creation of greenspace and outdoor public space and energy efficient town centre developments to support the town's net zero ambitions.
Levelling-Up, Vitality & Prosperity				Various wider benefits from the Preferred Option will support the Levelling-Up of Colchester, with increased vitality of the town centre, increased enterprise, and prosperity as a result. This will create a local economy that thrives post-COVID-19, that

Benefit	Do Minimum	Do Less	Preferred	Explanation
				catalyses further investment, entrepreneurship, and job creation.

Returning to the LUF2 objectives we will deliver, for ex ante purposes it is not cost effective / proportionate to quantify in detail at this stage. Our objectives add up to a levelled-up town centre and a refreshed and inclusive pride in place. Whilst we have measured impacts through SMART objectives it is not possible to monetise the collective impact these will have on our town centre and our community.

- Post-COVID 19 rejuvenation of the area through better provision of active travel routes which connect the railway station, commercial and heritage assets with growing residential and commercial areas to the South and East of the town by 2025.
- Reduce crime and ASB in and around the area through better public realm design/lighting and new routes to increase footfall and deliver pride in place by 2025.
- Regenerate the area through the development of 175 residential units that deliver footfall and 24/7 activity into neglected areas by 2025.
- Deliver ■ additional jobs and £■ GVA uplift that will improve jobs density, employment rate and pride in place through workspace development and shopfront improvements.

#### 5.4.3 Please provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid.

(250 words)

##### Sensitivity Analysis

Several alternative scenarios for the preferred option have been tested through sensitivity analysis. These scenarios focus on testing assumptions around the wider regeneration uplift benefit as this is the key driver of the BCR, accounting for most benefits. Appendix 10 presents the results from the following sensitivity tests:

- **Sensitivity 1:** Assumes a reduced percentage uplift of 1% instead of 2.5%. This has significantly reduced the BCR to 0.66;
- **Sensitivity 2:** Assumes that the persistence of uplift will only last for 2 years, not 3. The BCR has reduced to 1.50;
- **Sensitivity 3:** Assumes that the impact of the wider regeneration uplift has reduced by 50%. The BCR has reduced to 0.98 under this scenario;
- **Sensitivity 4:** Assumes an 'upside scenario' with an increase in percentage uplift to 5%, instead of 2.5%. This increases the BCR to 8.64; and
- **Sensitivity 5:** The final sensitivity assumes that the costs increase, by rising OB to 40%. The BCR has reduced to 2.01 under this scenario.

Overall, the sensitivity analysis demonstrates the critical importance of the regeneration uplift assumptions. In all scenarios, the VfM remains above 1.

**5.4.4 We would expect an Appraisal Summary Table, to be completed to enable a full range of impacts to be considered. This should be consistent with the relevant appraisal guidance for the bid.**

**For package bids, please provide an Appraisal Summary Table for each component project.**

**For Regeneration or Cultural bids, the Appraisal Summary table should be consistent with the DLUHC appraisal guidance. For Transport bids it should be consistent the Transport Analysis Guide.**

**Any additional evidence to support your responses to this section should be referenced within your responses (5.1.1 – 5.4.3) and attached as a single annex**

		<i>Preferred Option</i>	<i>Do Less Option</i>
<i>A</i>	<i>Present Value Benefits based on Green Book principles and Green Book Supplementary and Departmental guidance</i>		
<i>B</i>	<i>Private Sector Present Value Costs</i>		
<i>C</i>	<i>Public Sector Present Value Costs</i>		
<i>D</i>	<i>Present Value of other quantified impacts</i>		
<i>E</i>	<i>Net Present Public Value) [A-B] or [A-B+C]</i>		
<i>F</i>	<i>'Initial' Benefit-Cost Ratio [A-B/C]</i>	2.42	0.20
<i>G</i>	<i>'Adjusted' Benefit Cost Ratio [(A +D-B)/C]</i>	2.50	0.32
<i>H</i>	<i>Significant Non-monetised Impacts</i>	<ul style="list-style-type: none"> <li>Improved attractiveness, distinctiveness &amp; pride of place;</li> <li>Sustainable Connectivity &amp; Net Zero</li> <li>Levelling-Up, Vitality &amp; Prosperity</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable Connectivity &amp; Net Zero</li> <li>Levelling-Up, Vitality &amp; Prosperity</li> </ul>
<i>I</i>	<i>Value for Money (VfM) Category</i>	<i>High Value for Money</i>	<i>Poor Value for Money</i>
<i>J</i>	<i>Switching Values &amp; rationale for VfM category</i>	<i>Switching analysis shows that a reduction of c.36% of net benefits or an increase in net cost by c.53% would be required to reduce the BCR to below 1.</i>	<i>Switching analysis shows that an increase of c.123% of net benefits or a decrease in net cost by c.55% would be required to increase the BCR to 2.</i>
<i>K</i>	<i>LUF Financial Cost</i>	£19,663,063	£12,470,428

		Preferred Option	Do Less Option
L	Risks	<ul style="list-style-type: none"> <li>• <b>Sensitivity 1:</b> Assumes a reduced percentage uplift of 1% instead of 2.5%. This has significantly reduced the BCR to 0.66;</li> <li>• <b>Sensitivity 2:</b> Assumes that the persistence of uplift will only last for 2 years, not 3. The BCR has reduced to 1.50;</li> <li>• <b>Sensitivity 3:</b> Assumes that the impact of the wider regeneration uplift has reduced by 50%. The BCR has reduced to 0.98 under this scenario;</li> <li>• <b>Sensitivity 4:</b> Assumes an 'upside scenario' with an increase in percentage uplift to 5%, instead of 2.5%. This increases the BCR to 8.64; and</li> <li>• <b>Sensitivity 5:</b> The final sensitivity assumes that the costs increase, by rising OB to 40%. The BCR has reduced to 2.01 under this scenario.</li> </ul>	Sensitivity analysis has not been conducted for the do less option.

## **Part 6 – Deliverability**

### *6.1 Financial*

*Within this section applicants are required to provide clear and robust details of the financial aspects of the bid, including sources, secured status, and type of match funding, project costs, financial risks and mitigation measures, and how funding is structured – e.g. if you are intending to further disburse the LUF grant with bid partners. Page | 35 Management and consultancy costs should be clearly shown within the project budget, and any work to be sub-contracted explained within the application form. Prior to completing this section applicants should complete the relevant Costings and Planning Workbook - Table B – Funding Profile and Table C – Cost Estimates*

#### **6.1.1 Please confirm the total value of your bid.**

£22,177,032

#### **6.1.2 Please confirm the value of the capital grant you are requesting from LUF.**

£19,663,063

#### **6.1.3 Please confirm the value of match funding secured.**

**Where match funding is still to be secured, please set out details below. If there are any funding gaps, please set out your plans for addressing these.**

**(250 words)**

The balance of [REDACTED]  
[REDACTED]  
[REDACTED].

#### **6.1.4 If you are intending to make a land contribution (via the use of existing owned land), please provide further details below and confirm who currently owns the land, details of any restrictions and the estimated monetary value. (250 words)**

The applicant is contributing [REDACTED] development land currently wholly owned by Colchester Borough Council. [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED].

#### **6.1.5 Please confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below.**

**(250 words)**

The councils will reclaim any VAT paid.

**6.1.6 Please describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget. Please advise on any assumptions.**

**(750 words)**

*Inflation has been applied to these costs using the BCIS inflation index, adjusting the total cost in line with the likely actual cost for each year of the project.*

*All the key components of the scheme have already undergone some design; to RIBA stage 2 in the case of the Vineyard Street mixed use scheme for example. This work has included project feasibility / viability which has included cost analysis. For the Britannia Yard mixed use scheme which is less advanced at RIBA 0-1; the Vineyard scheme has been taken as a proxy to estimate costs. The sites are in proximity and share the same characteristics, so this is felt to be a reliable approach.*

*Whilst the St Botolph's scheme is pending detailed and final design; detailed cost modelling has been undertaken and updated several times through the life of the scheme which has been developed and consulted on in several iterations spanning the past 5 years or so. The scheme is now well established and supported.*

*Some of the smaller elements including public realm have not been tested in this way due to time constraints; so for these elements cost estimates have been prepared by benchmarking similar schemes and projects. For example, Colchester's Town Deal includes several public realm schemes and an implementation of 'Kerbless Streets.' Therefore, financial values from these very similar 'live' and nearby schemes have been taken as a proxy – but with the same inflationary allowances added as described above. The costs of wayfinding, interpretation and lighting of historic fabric were readily benchmarked from very similar projects completed in the past 2-3 years in Colchester Town Centre or planned and costed as part of our Town Deal programme currently progressing to its delivery phase.*

*The costs of land acquisition and archaeology have been easier to estimate as approximate land values are available to as recently as 2019 published on the Government website (by region, by town, broken down further by agricultural, industrial / previously developed land / office / residential or mixed use) – supplemented by some actual and specific valuations which enable us to test the benchmarked level with practical land values tested recently within the intervention area for our proposals which enable us to validate or fine-tune the land values to within a very fine tolerance.*

*Therefore, we feel that the estimates are reasonably accurate at this stage; and allow for an appropriate level of contingency and inflationary uplift. Furthermore, as part of the submission process the S151 officers at both partner local authorities have confirmed that they feel very comfortable with the approaches taken.*

**6.1.7 Please provide information on margins and contingencies that have been allowed for and the rationale behind them.**

**(500 words)**

*In the light of widely known issues and cost pressures in capital projects at the time of writing, a very conservative and robust approach has been taken in financial planning of the components of this scheme. Inflation has been applied to these costs using the BCIS*

*inflation index, adjusting the total cost in line with the likely actual cost for each year of the project.*

*A robust approach has been adopted by ECC and their consultants Jacobs for the work on St Botolph's roundabout (the largest financial component of this LUF2 bid). This consisted of taking an original 2018 cost estimate, and adding to this a further [REDACTED]; allowing for cost inflation and a further quantified risk assessment. A further [REDACTED] has been added to this for advanced design / development costs and professional fees. In the late stages of preparing this application prior to submission an updated and more detailed cost estimate was provided of [REDACTED]*

*Given the potential for time and scope changes associated with the limited design/scheme development currently, a decision was taken to allow [REDACTED] in the bid i.e. a further [REDACTED] headroom has been created.*

*The S151 officers at both partner local authorities have confirmed as part of the submission process that they feel this is a thorough and realistic approach that caters for prices in 2022/23 which are known to be significantly inflated for some construction materials, due to the current trading environment.*

*For the CBC-led capital construction aspects focussing largely on public realm, a similar approach has been taken. Each initial cost estimate has had a [REDACTED] combined inflation and contingency allowance added, plus [REDACTED] for professional fees. A further [REDACTED] for development management (project management) has been added to this.*

*The costs of some of the elements included in this proposal are less exposed to the financial risks described above, for example the costs of archaeology are generally fixed fees and easier to project, whilst being less likely to be impacted to the same types of cost inflation we have witnessed in capital construction, they are therefore considered to have a lower financial risk.*

**6.1.8 Please set out below, what the main financial risks are and how they will be mitigated, including how cost overruns will be dealt with and shared between non-UK Government funding partners. (You should cross refer to the Risk Register).**

**(750 words)**

*A full risk register has been prepared for this scheme and is provided at appendix 8. This includes an extensive section on financial risks. This has been based on experience of the applicant in preparing and delivering significant capital schemes, most recently including the preparation of 7 businesses cases for Colchester's Town Deal programme which is progressing to its delivery phase at the time of writing.*

*Several key financial risks have already been fully mitigated and removed at the time of writing for example co-funding risks; as the requirement for applicants to meet 10% of global scheme costs through match funding has been fully met [REDACTED]*

*Whilst the risk of cost inflation cannot be completely removed at this stage in the life of the scheme, it has been managed and reduced effectively [REDACTED]*

*The applicant is cognisant of the local, national and global financial risks such as cost inflation in construction materials, having extensive experience of managing these risks in*

projects with comparable size, contents and risk profiles notably Colchester's Town Deal programme.

The same approaches to managing financial risks that have proved effective in our Town Deal programme will be applied to the project elements which are subject of this LUF application. As an example of this experience, cost escalation recently came to light in the public realm elements of our Town Deal programme. A pragmatic approach was taken including negotiation with our Town Deal Board and liaison with DLUHC. Practical solutions were developed and implemented which included value engineering, de-scoping a scheme element or elements, attracting further co-funding or investment, or seeking contributions from partners. Each of these methods have been successfully applied in our Town Deal programme and will be implemented if needed in our LUF programme.

The St Botolph's roundabout element of our programme will be delivered by our partner organisation Essex County Council (ECC) with their consultants Jacobs. This aspect of the work will be governed by a Service Level Agreement (SLA) which has already been agreed and established within our Town Deal programme, in which ECC are delivering a number of project activities and elements including an extensive new active travel route, public realm, improved facilities for young people, a cycle loan scheme and a new digital skills centre.

[REDACTED]

**6.1.9 If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below. NB: You must ensure any further disbursement of the grant is done so in accordance with subsidy controls and public procurement rules.**

**(750 words)**

The applicant has sought and received advice on State Aid and subsidy control implications for the proposed scheme from its in-house legal team prior to making this submission to DLUHC. The solicitors advise that the 'tests' of State Aid and Subsidy control have been met.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

*This method reduces risk to both partner councils as all funding approval is provided before the start of the delivery phase, with the lead council submitting regular project change requests where for example the spend profile needs to be altered in light of changes in the projects. This method and timing aids and smooths the cashflow needed to deliver schemes.*

*Our scheme also includes establishing and administering a small grants programme to local businesses. £100k will be provided to [REDACTED] businesses within the intervention area, [REDACTED]. Again – this approach is within the parameters of state aid and subsidy control rules.*

**6.1.10 What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?**

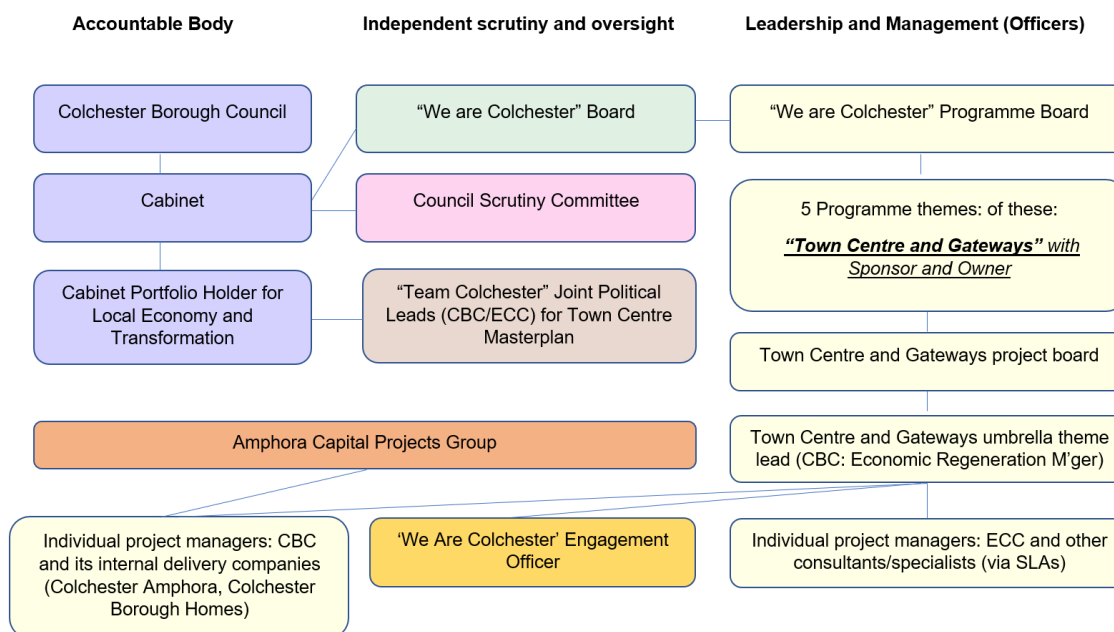
**(750 words).**

*Colchester has an existing and well-established Town Deal programme; ‘We are Colchester’, so wherever possible governance and management arrangements will mirror these arrangements, with the governance of LUF-funded scheme elements becoming part of this methodology which has already been agreed with DLUHC.*

*At the time of writing, we have received informal advice that our Town Deal programme including all its 7 business cases have been approved by DLUHC, and we now await the formal confirmation letter from the Minister to CBC’s Chief Executive.*

*The schemes proposed in this Levelling Up Fund application, will, if approved and funded, follow established “We Are Colchester” governance models, devised for the management of our Town Deal business cases and projects. These methods include:*

- The ‘We are Colchester’ board itself which is led by an independent chair, and includes elected members and senior officers from both the County and Borough Councils.*
- Established and effective methods of joint-working between the two councils from the inception of Town Deal in 2019, through the processes to create the Town Investment Plan and the 7 business cases, to the present day and right through to the end of the delivery phase in March 2026.*
- A Service Level Agreement has been established between the two councils to govern this joint working.*
- Established approaches to financial and delivery assurance, risk management and risk control; deployed in the 7 town deal business cases recently approved by DLUHC.*
- The overall governance and management model for “We are Colchester” / Town Deal which will be broadened to encompass the LUF-funded schemes will be as shown below:*



The roles and responsibilities of each of these boards, panels, teams and individuals is as follows:

Body	Lead	Role / Accountability
Council	Leader of CBC	<ul style="list-style-type: none"> <li>Overall responsibility for programme (though practical leadership is delegated to cabinet).</li> </ul>
Cabinet and Cabinet Portfolio Holder	Portfolio Holder for Local Economy and Transformation	<ul style="list-style-type: none"> <li>Makes decisions with resource implications and/or impacts on one or more wards in Colchester.</li> </ul>
We are Colchester Board	Chair of Board	<ul style="list-style-type: none"> <li>Independent check-and-challenge and support. Led by an independent businessman and chair of our BID, representatives from both partner lead authorities (CBC and ECC), MP for Colchester, voluntary sector, education sector, small and large businesses.</li> </ul>
Scrutiny Committee	Chair of Committee	<ul style="list-style-type: none"> <li>Scrutinises the decisions of cabinet, and cabinet portfolio holders.</li> </ul>
Team Colchester	Cabinet members and/or leaders of CBC and ECC	<ul style="list-style-type: none"> <li>Political leadership (CBC and ECC) to the process of preparing and delivering Colchester's masterplan and making key development and investment decisions thereafter.</li> </ul>
We Are Colchester Programme Board	Chief Executive, Colchester Borough Council	<ul style="list-style-type: none"> <li>Accountable to We Are Colchester board chair. Manages the delivery of all Town Deal projects (will be expanded to include the additional LUF-funded schemes).</li> </ul>
Town Centre and Gateways Programme theme	Director (sponsor)	<ul style="list-style-type: none"> <li>Director level sponsor to all Town Deal projects within the 'Town Centre and Gateways' theme (will be expanded to include the additional LUF-funded schemes).</li> </ul>
Town Centre and Gateways project board	Assistant Director (owner)	<ul style="list-style-type: none"> <li>Assistant director level leadership to ensure delivery of all projects within the theme (will be</li> </ul>

<b>Body</b>	<b>Lead</b>	<b>Role / Accountability</b>
		<i>expanded to include the additional LUF-funded schemes).</i>
<i>Umbrella Theme Lead</i>	<i>Economic Regeneration Manager</i>	<ul style="list-style-type: none"> <li>• <i>General day-to-day oversight and trouble shooting and skillset where required to lead and provide direction to internal and external project leads. Develop business case(s) and similar technical inputs where required.</i></li> </ul>
<i>Amphora Capital Projects</i>	<i>Chief Operating Officer, Managing Director of Amphora</i>	<ul style="list-style-type: none"> <li>• <i>Oversight and delivery assurance for all capital projects which Amphora group of companies delivers on behalf of the council (will include aspects of the LUF-funded schemes notably the housing and public realm).</i></li> </ul>
<i>Project Management</i>	<i>Internal and External Project Managers</i>	<ul style="list-style-type: none"> <li>• <i>Practical delivery of project to completion, reporting including management and escalation of risks and issues, cost plan, liaison with all contractors and suppliers, lead for monitoring and evaluation etc.</i></li> <li>• <i>Internal and Amphora project managers via a commissioning brief, external (ECC and other) project managers via a Service Level Agreement i.e. between CBC and ECC.</i></li> </ul>
<i>Engagement</i>	<i>Engagement Officer</i>	<ul style="list-style-type: none"> <li>• <i>Effective engagement and communication with all key stakeholders, particularly the local community and interest groups. Liaison with Councils communications and marketing functions including website and social media.</i></li> </ul>

## 6.2 Commercial

*Within this section, applicants should set out their commercial and procurement strategy for effectively awarding and managing any contracts for goods, works or services to be funded by the grant. The strategy should include all key procurement lifecycle activities, timescales and who will lead on procurement / contractor management.*

### **6.2.1 Please summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted.**

**(1500 words)**

*The core regeneration scheme will be delivered by Colchester Borough Council with its delivery partners Colchester Amphora Trading Ltd (CATL) and Colchester Amphora Homes Ltd (CAHL).*

*To ensure cost certainty the traditional procurement route will be used for this scheme, as the value of the works required are above OJEU Thresholds. A full tender process will be required to appoint contractors to carry out the works. To inform the basis upon which we appoint a contractor, we intend to instruct consultants to work up a detailed specification and oversee the works, and for the sake of continuity we will appoint Colchester Amphora*

*Trading for this task. Procurement will follow a full open tender exercise, targeted where possible at local contractors, and assessed on a 60/40 cost/quality ratio.*

*From experience with similar projects procured, we expect to procure this project via a single stage tender based on drawings, specifications, and work schedules, leading to the completion of a JCT Intermediate Building Contract, With Contractors Design (ICD 2016).*

*Additionally, this route is considered most suitable for the following reasons:*

- Ensuring design quality by achieving full design pre-tender.*
- Design flexibility – variations & instructions.*
- By appointing the architect / contract administrator directly we can have better design control.*
- As cost certainty is required a lump sum contract will be procured.*

*Associated requirements will be secured through procurement exercises conducted in compliance with public procurement regulations. All procurement exercises outside the main works contract will be tailored to reflect the value and nature of requirements to ensure they are proportionate.*

*Delivered in accordance with Colchester Borough Council's Procurement Policy and Strategy, all procurement exercises will be transparent, accountable, and fair. All tender documents will be prepared to comply with procurement regulations. All successful contractors will receive a contract through Colchester Borough Council which clearly outlines:*

- The name and details of the contract holder;*
- The scope of works to be completed, including details of materials to be used, volume of activity and location of works;*
- The programme for delivery of works that clearly specifies the timing of different elements of works being completed;*
- The fee that will be paid for completion of the works outlined and the associated invoicing and payment terms;*
- Change control procedures and arrangements for management of risks, including arrangements for reporting any changes in risk profile;*
- Arrangements for monitoring the works and how the contractor will liaise with the Borough Council; and*
- Dispute resolution procedures.*

*In the event of any non-compliance issues being identified, the reasons for non-compliance will be explored and agreement reached on how the position will be corrected. In the unlikely event issues cannot be addressed, the potential to implement penalty clauses will be explored.*

### **Market testing & competition issues**

*We are confident that there is sufficient maturity and firms in the construction market to ensure competitive price returns, thus guaranteeing that this project can deliver high value for money.*

*For the design and development phase of this project (to full planning approval), we have engaged the market in schemes of this nature for example the Colchester Northern Gateway scheme and have evidence that there are sufficient suppliers in the market who will be able to deliver this project.*

*For the final construction phase, again there is a varied and mature market locally, regionally, and nationally. We will undertake soft market testing as we approach the construction phase recognising that there are currently (as at mid-2022) some issues with the construction market, with notable shortages of supplies of material and labour which are leading to cost inflation in major capital projects. We will use the procurement process and the BCIS inflation index to manage this.*

*All significant contractors are selected by competitive tendering.*

### **Treatment of commercial and procurement risks**

*There would be no financial or commercial risks to DLUHC as all liabilities are held by CBC and carefully managed by its in-house delivery providers. Commercial risks due to funding income uncertainty would not apply, once DLUHC have confirmed and committed the core grant funding. Legal and financial relationships will be diligently managed to reduce risks as far as possible.*

*The project will be managed in line with the Council's Project Management process based on AGILE/Prince2 project management, this includes regular reviews of risk and issues. Project governance processes are centred on the development of Project Initiation Document, Outline and Full Business Case through to detailed planning and project delivery; with an embedded and rigorous risk management process including identification of risks via a live risk register and risk management plan which flows through the whole process. At any point, risks will be escalated by the risk owner to Capital Programme Monitoring Board – an executive member board with powers delegated from the Council's Cabinet to oversee all the council's commercial and investment projects.*

### **Procurement Strategy**

*The preferred approach is to use an existing procurement framework, however if more specialist construction companies are required, traditional contractor frameworks are unlikely to include these. In this instance CBC would undertake its own bespoke procurement process led by the council's in-house procurement team, and fully comply with public sector procurement and Public Contract Regulations 2015.*

*The procurement processes used by the Council have placed considerable emphasis on the contractor developing a sound construction programme and appointing key sub-contractors early. The project budgets as drafted contain significant contingencies and any additional cost claims by the contractor will be robustly challenged by Colchester Borough Council. In the unlikely event that negotiations with the contractor fail, the Council retains responsibility for delivering the project and will ultimately be responsible for any financial overruns.*

*Project costs are assessed to ensure the proposed delivery route offers value for money. The cost of delivering the contract is compared to tenders received for comparable and previous projects (allowing direct comparison for the nature of works, materials to be used and the delivery location) and is comparable to the average cost identified through open procurement processes.*

### **Strategies embedded in procurement.**

*Colchester Borough Council is committed to maintaining and improving its social responsibility to accord with the Social Value act 2012 by ensuring all its tenders require from potential contracts and/or professional services providers to be local, have a training budget, use renewable energy sources, and employ local staff or subcontractors where possible. Both our request for proposals (RFPs) and tender evaluation forms will have a weighting of factors to include social value, local economy, supporting COVID 19 recovery, environmental protection, enhancement and resilience including net zero and innovation.*

*The St Botolph's scheme will be led by Essex County Council and its partners, who also have specific approaches and strategies for procurement and delivering projects. In summary:*

- Due to the exacting timescales, a sample scheme will be used to test the market and obtain initial pricing. This will then be used to develop a 'price list' (or target price) for scheme components. Known and vetted sub-contractors will be invited to tender to ensure quality and reduce the procurement time. The award of works will take into consideration price, volume of work previously awarded, performance on work completed on the contract, and social value impact.*
- Risks and mitigation: Throughout the development of the scheme, risks will be identified, recorded and actively managed. Where appropriate, risk owners will be allocated and tasked with eliminating risks, where possible, or identifying mitigation measures for residual risks. The same ethos will be taken through to the delivery stages of the scheme.*
- The quantified risk register will be updated as part of the procurement process to collate and cost, as accurately as possibly, construction related risk. This process will inform a more competitive tendering process.*
- The approach to risk transfer will be such that the management of a particular risk will rest with the party best placed to manage them.*

**6.2.2 Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature? If the procurement is being led by a third party and not the lead applicant, please provide details below.**

**(500 words)**

*The core regeneration scheme will be delivered by Colchester Borough council with its delivery partners Colchester Amphora Trading Ltd (CATL) and Colchester Amphora Homes Ltd (CAHL). Together CBC and CATL/CAHL have extensive experience of developing and delivering capital schemes, including managing all associated processes such as procurement.*

*Furthermore, opportunities are being taken to augment the council's capacity and knowledge, by working with developer partner(s) with experience of delivering significant urban regeneration programmes in town centres and close to public transport infrastructure.*

*Colchester Borough council includes a procurement team, which will provide the staff resources required to undertake the procurement processes efficiently and will ensure VfM in the procurement.*

*The development management side of the project (masterplanning, planning application, tendering for, and managing construction-stage contracts) will be delivered by CATL and CAHL, where the council's core development management expertise resides. Both*

organisations have the in-house resource and expertise required to undertake this work and can supplement this capacity through short-term recruitment or contracting a consultant as needed.

CATL has a bespoke development team whose function is to manage large scale capital development projects and has the requisite systems and processes, skillsets and industry links in place to enable it to do this effectively.

[REDACTED]

The St Botolph's scheme will be led by Essex County Council and its partners, who also have specific approaches and strategies for procurement and delivering projects. In summary:

- Essex County Council (ECC) are committed to providing best value in the delivery of major highways schemes across the county. ECC has undertaken numerous procurement processes for major schemes.
- Essex Highways will manage the delivery of the scheme. Essex Highways has continued to support the development of the schemes from its early stages. Delivery of the schemes will be sub-contracted via a competitive tender to independent suppliers who are part of the Ringway Jacobs supplier framework. Essex Highways will seek best value and efficiency savings from these suppliers and will bring to bear their expertise in managing contracts to deliver the schemes within the timescales required and to the scope and quality standards specified.
- Essex Highways have been responsible for managing and delivering all non-National Highways schemes in Essex since April 2012. All schemes are run to tight budgets and timing constraints and this programme would be managed in the same way. As the established process is proven and successful, it will follow that this scheme uses the same processes for procurement although soft market testing will establish that this is still the most cost-effective method of delivery.

**6.2.3 Are you intending to outsource or sub-contract any other work on this bid to third parties? For example, where you have identified a capability or capacity gaps.**

**(750 words)**

*No further work will be sub-contracted within this scheme.*

**6.2.4 How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes. What measures will you put in place to mitigate supplier/contractor risks and what controls will you implement to ensure they deliver on quality.**

**(1000 words)**

For the core regeneration scheme CATL and CAHL will manage the process to prepare the next site masterplan iterations with external architects and other professional inputs. This will also include preparing the planning application and contributing to the preparation of the full business case.

*The broad approach which will be led by the project manager CBC in tandem with development managers within CATL and CAHL will be as follows:*

- *Outputs will be managed by the development managers at CATL & CAHL. The choice of the right contract is key, together with arrangements being flexible enough to accommodate change. The activities will cover three areas:*
  - *Contract administration handles the formal governance of the contract and changes to the contract documentation. It includes contract maintenance and change control, cost monitoring, ordering and payment procedures and management reporting. Clear administrative procedures ensure that responsibilities of all parties are understood.*
  - *Service delivery management ensures that the service is being delivered as agreed to the required level of performance and quality. The contract will define the service levels required. Quality metrics will be created that allow performance and quality to be measured. Risk is managed by identifying and controlling from the outset.*
  - *Relationship management keeps the relationship between the two parties open and constructive, aiming to resolve or ease tensions and identify problems early. Information flows and communication levels will be established at the start of the contract and maintained throughout its lifecycle. Set procedures will be defined for raising and handling problems.*
- *The contract manager will be the project manager / development manager within CATL/CAHL, and they will be responsible for monitoring the delivery of the contract and the performance and compliance of the contractor delivering the capital works. They will report on the project directly to the Capital Programme Monitoring Board meeting monthly.*

### *Assurance*

*The internal processes and approvals procedures within CBC and between CBC and partners are governed by the Council's policies. For example, the financial transactions of CBC and its subsidiaries CATL/CAHL are regulated by the current Financial Regulations and Scheme of Delegation. As a Council led scheme this project is subject to the democratic approvals process. Approval for the acceptance of the grant and the delivery of the project will be provided by the Colchester Borough Council Cabinet. This approval will be provided prior to the final funding agreement between DLUHC and CBC being completed (contracting).*

*All significant contractors are selected by competitive tendering and are the subject of Board approval. The board is currently the Council's Capital Programme Steering Group (CPSG), which oversees all commercial and development activity undertaken for and by CBC. Committed expenditure, projected expenditure and final outcomes are reported to the CPSG for each separately funded project. This would be one such discrete project in its reporting to the board.*

*Financial payments are made utilising purchase orders and payments are authorised on compliance and financial checks. Financial monitoring and management accounts are provided from a computer-based system with each board meeting receiving an income and expenditure report.*

*The contract will be set out clearly by and between CBC and the organisations who will undertake the works. In line with CBC's standard approach to contract management it will contain specific clauses to ensure all outputs are delivered to scope, time, budget, and quality. It will clearly set out risk allocation.*

*For the St Botolph's scheme ECC has existing and well-established processes and frameworks for managing supplier relationships in its schemes which it will deploy in this programme.*

### 6.3 Management

*Prior to completing this section applicants should complete the relevant Costings and Planning Workbook - Table D – Milestones Delivery*

#### **6.3.1 Please set out how you plan to deliver the bid (this should be a summary of your Delivery Plan).**

**(1000 words)**

[REDACTED]

*This section therefore outlines the general approach to development and delivery of this scheme:*

#### **General project management and leadership:**

*The CBC (client) side interfaces with most of the council's key service areas, and this is vital given the strategic and cross-cutting nature of this scheme and resultant dependencies, and the significant pace called for. Therefore, the senior responsible owner is directly represented on the council's Executive and Strategic Management Teams, and is responsible for raising the profile of this project and identifying and managing inter-dependencies across different council functions as well as external stakeholders.*

*As described at section 6.1.10, the Economic Regeneration Manager who is also a key contributor to preparing this bid and its content will continue in the role of thematic lead for Town Centre and Gateways within Colchester's established 'We Are Colchester' (Town Deal) programme –expanded to encompass the LUF-funded scheme components. Project managers will be accountable for delivering specific elements of the general regeneration scheme and allowance has been made for them within the cost plan.*

*The St Botolph's scheme will form part of the CBC/ECC service level agreement which has already been established for the Town Deal programme, and will be augmented to encompass this additional scope.*

*The CBC client-side team will lead on co-ordinating and bringing forward expertise where needed from within the council (for example housing policy), briefing councillors and preparing reports for governance process, leading community engagement, and writing/updating the business case.*

#### **Further scheme preparation following bid submission:**

*As outlined at 6.2.2 above, the development management side of the project (masterplanning, planning application, tendering for, and managing construction-stage contracts) will be delivered by Colchester Borough Council's subsidiary companies CATL and CAHL. They are set up to manage large scale capital development projects and have the requisite systems and processes as well as skillsets, experience and industry links in place to do this effectively.*

The CATL/CAHL companies are fully accountable to CBC via a management agreement and governance processes. The relationship between CBC and ECC is governed by a Service Level Agreement.

To meet the demanding timescales required for the LUF programme, the following approach is proposed, commencing at risk immediately after the LUF bid has been submitted in July 2022 and pending bid outcome autumn 2022:

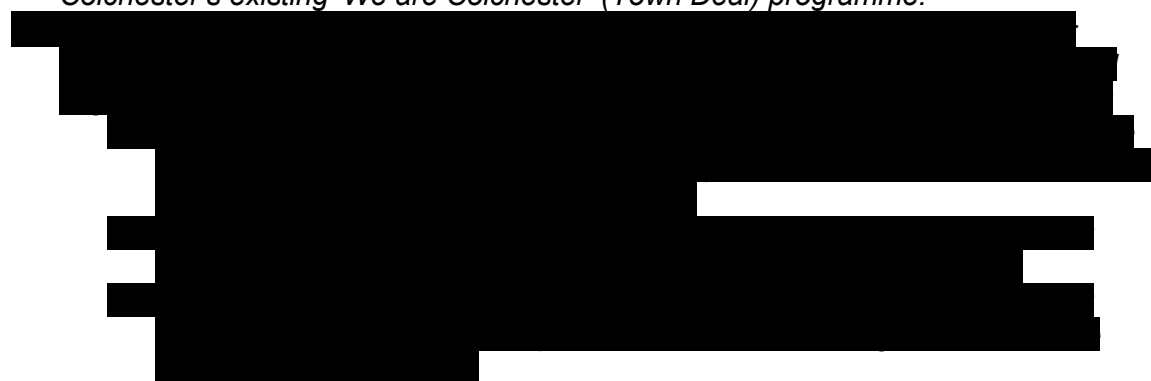
- For the public realm, heritage, active travel elements, shopfronts and scheme components **other than** the St Botolph's scheme; CATL will manage the process to prepare the next, more detailed and fully costed iterations of these schemes, further building relationships with all key stakeholders needed for the successful delivery of these components
- For the two mixed use schemes, CAHL will lead external architects and other professional inputs to begin next-stage design and initial preparation of planning applications, informal engagement with delivery partners, etc.
- For the St Botolph's scheme, the existing and established ECC and Jacobs team will continue preparations, such that it can commence promptly in autumn 2022.

A balance will be struck between achieving delivery-readiness and reducing financial exposure to the partner authorities noting that prior to funding award this work is undertaken at risk, however this 2-4 month period is a crucial part of the overall timeline needed to achieve the March 2025 completion date required.

#### **Delivery phase - funding awarded:**

When Colchester's LUF round 2 bid is successful, the broad approach will be as follows:

- The LUF-funded schemes will be added to the Town Centre & Gateways strand of Colchester's existing 'We are Colchester' (Town Deal) programme.



- CBC's Economic Regeneration Manager will ensure effective joint-working across the three strands, ensuring effective joint working through weekly project working group meetings, an actions log, a risk and issues log, etc.
- CBC's Economic Regeneration Manager will feed into existing and established reporting, escalation and evaluation processes.
- This will ensure that the schemes are delivered to the required level of performance and quality. The SLA and client briefs will define the service levels required. Quality metrics will be created that allow performance and quality to be measured. Managing risk by identifying and controlling is also key.
- Active relationship management keeps the relationship between all parties open and constructive, aiming to resolve or ease tensions and identify problems early. Information flows and communication levels will be established at the start of the

contract and maintained throughout its lifecycle. Set procedures will be defined for raising and handling problems.

**Liaising with funding bodies:**

The CBC client-side team will focus on liaison with DLUHC and other government agencies. This includes (via the core Town Deal programme office) managing processes and fulfilling all requirements attached to the LUF allocations.

**Stakeholder engagement:**

Whilst for the bid development process this has been led within the Economic Development Team CBC, for the delivery phase further stakeholder engagement, consultation and liaison will become a core function of the existing (We are Colchester) engagement officer.

**General scheme administration:**

This function will be supported by the Core Town Deal team (CBC) and integrated with the existing remit of the 'We are Colchester' (Town Deal) programme team, hosted by CBC until March 2026.

**6.3.2 Please demonstrate that some bid activity can be delivered in 2022-23. (250 words)**

If the funding is awarded, any further work completed before 31<sup>st</sup> March 2023 will be charged to the LUF scheme in the 2022-23 financial year. This may include for example some of the next-stage design and masterplanning work required for some or all of the scheme elements, [REDACTED]

[REDACTED]

Given the timescales, it is unlikely that capital spend on actual physical assets, construction etc will be possible before 31<sup>st</sup> March 2023, though if any quick wins are identified they may be able to proceed and draw down funding before this date.

**6.3.3 Risk Management: Applicants are asked to set out a detailed risk assessment. (500 words)**

The table below provides a summary of the full risk register, however for expediency only those risks with a residual score after mitigation of 6 or above are included here, please refer to Appendix 8 for those risks with lower residual score values.

The key risks (highest scores) from the Risk Register are summarised below, ranked in order of priority with the highest scores at the top of the table:

**Key:**

- L: likelihood
- I: impact
- RR: risk rating
- RS: residual score.



<i>Description of Risk</i>	<i>Impact of Risk</i>	<i>L</i>	<i>I</i>	<i>RR</i>	<i>Risk Mitigation</i>	<i>RS</i>
<i>be completed 31-03-2025.</i>	<i>approvals. Funding surrendered.</i>				<i>planning advice and initial design and feasibility work.</i>  <i>A phased approach is being taken in designing the project plan focussing on realising 'quick win' improvements.</i>	
<i>Community: sensitivity in the timing of releasing information and messaging in line with the planning process (for example).</i>	<i>The community and/or key stakeholders do not support the project as feel they were not engaged in time. Scheme cannot proceed or scope is greatly compromised.</i>	3	5	15.	<i>A planned and comprehensive approach to community and stakeholder engagement will be prepared and implemented. This will dovetail into existing engagement activities within the 'We are Colchester' programme, but with increased focus on the St Botolph's regeneration zone.</i>	6
<i>Cannot gain all external approvals needed for this complex scheme.</i>	<i>Cannot get approvals in time. Risk of missing DLUCH's milestones. Aspects of scheme need to be de-scoped.</i>	2	5	10	<i>Once bid is submitted further engagement work will be undertaken with stakeholders so that schemes can progress promptly once funding approved. A CBC Planning Officer will be added to the core project team once established. Any matters that will need to come to ECC's or CBC's cabinet or political leadership teams for example.</i>	6

#### **6.3.4 Please provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature.**

**Please explain if you are intending to sub-contract any of this work or if a third party is managing the project and not the organisation applying.**

**(750 words)**

*The overall governance structure is provided at 6.1.10 and demonstrates the overall leadership and management arrangements proposed for this scheme, which are largely based on existing and established methods and processes which were developed for and are currently ensuring the successful delivery of our 'We are Colchester' (Town Deal) programme.*

*Specifically:*

- [illegible]

[REDACTED]

**6.3.5 Please set out what governance procedures will be put in place to manage the grant and project.**

**We will require Chief Financial Officer confirmation that adequate assurance systems will be in place.**

**For large transport bids, you should also reference your Integrated Assurance and Approval Plan, which should include details around planned health checks or gateway reviews.**

**(750 words)**

*The general methodologies for the governance and delivery assurance of this scheme are outlined at sections 6.1.10 and 6.3.1 above. During the 2 ½ year process to prepare Colchester's Town Deal, extensive and very detailed mechanisms have been built to ensure the successful delivery of Colchester's £19.2m programme.*

*The LUF2 scheme will be absorbed into these established and effective governance arrangements. This approach will ensure Colchester provides a very high standard of programme management and assurance.*

*The development of the Town Deal programme was led by a working group of officers in both the Borough and County Councils, working closely together from November 2019 to the present time, including the lead officer (Economic Regeneration Manager) who will be primarily responsible for the LUF-funded elements.*

*The working group reported to a senior officer group including the Chief Executive and other senior managers of Colchester Borough Council (the applicant authority) and senior managers of Essex County Council. DLUHC have been directly involved with the development of our Town Deal programme including board representation. The council and colleagues from Government have developed a very effective working relationship, and our*

Town Deal programme has been able to move swiftly towards approval and delivery, with all milestones from inception in 2019 to the present time having been fully met.

Furthermore, Colchester Borough Councils' S151 officer is directly represented on the office steering group for the Town Deal programme and has also personally supported the development of financial assurance processes for the programme as a whole, whilst ensuring the Town Deal programme is seamlessly integrated into the Council's capital programme and Medium-Term resource strategy. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

This close involvement of senior officers throughout and for the life of the Town Deal programme will be carried over into the Levelling Up Fund schemes.

The benefits of the extensive and robust methodology which has greatly assisted Colchester in preparing and delivering its Town Deal programme, and which will further enhance and add value to our LUF-funded schemes include:

- Stakeholders in this project also include co-funders. They require CBC to undertake thorough and ongoing management, monitoring, and reporting of costs in the project which provides an additional level of financial scrutiny and assurance.
- Fully costed architectural plans and proposals are prepared as a key component of scheme design, in connection with an architect, quantity surveyor and cost consultant. This ensures a good level of cost certainty is maintained.
- Colchester Amphora is experienced in applying tight cost control and value engineering if and when required in capital construction projects such as this scheme.
- As-needed working groups, and task-and-finish groups; drawn from and mixing internal and these external specialisms and wider experience (for example; legal, finance) have been formed at pace. Some examples to date of this method of working include:
  - Managing the process of negotiating, acquiring and assembling land and assets.
  - Researching and planning the optimum model of housing and how this might best be delivered; recognising existing and established housing delivery agencies and models.
  - Planning and delivering extensive community consultation working in partnership with health.
  - Ensuring that the project delivers the maximum possible level of social value and social impact.
  - Providing due diligence and check-and-challenge on the financial case in particular methods and models for capital borrowing in line with CBC treasury management policies and processes.
  - Scrutinising the basis of cost information provided for the construction phase, ensuring viability and robustness in financial assumptions.
  - Preparing, socialising, and submitting funding bids to secure complementary funding to the scheme, and beginning early negotiations with funding partners for longer-term co-funding opportunities.
  - Seeking learning and best practice from others, for example partners with significant national-level experience of delivering large-scale regeneration programmes.

**6.3.6 If applicable, please explain how you will cover the operational costs for the day-to-day management of the new asset / facility once it is complete to ensure project benefits are realised. You should also consider any ongoing maintenance and servicing costs.**

**Please note that these costs are not covered by the LUF grant.**

**(750 words)**

*Assets associated with the St Botolph's roundabout will be maintained in accordance with ECC's well established Maintenance Strategies, available at: <https://www.essexhighways.org/roads-and-pavements/roads-strategies>*

*The regeneration will see the existing assets on the highway network reconstructed to achieve the new layouts, which will in itself provide an extension to the existing lifespan of the highway infrastructure at this location. Treatments and materials are selected to provide required service performance, and to provide best value and whole life cost. In support of our asset led approach, Essex Highways were successful in gaining the ISO55001 Asset Management Systems standard in March 2017 which has been sustained to date. Following scheme opening, the infrastructure will be added to the Highway Authority Asset Management Database and becomes part of the Essex Asset Management Strategy. These assets going forward will therefore be managed within the existing budget envelope and prioritised in accordance with other assets across the County.*

*Areas of additional public realm within the highway requiring an enhanced regime and standard beyond traditional highway assets will be better understood as the details of the infrastructure is developed going forward. The Highway Authority will work openly with Colchester BC to agree materials/features and work together to mutually establish how these will be maintained long-term. There are examples of this in other locations, for example in Chelmsford City Centre with the local City Council the recent improved Tindal Square public realm area reflects a higher standard of maintenance for some specific areas, and we are currently finalising how we can achieve this vision together.*

[REDACTED]

*6.4 Monitoring and Evaluation Prior to completing this section please complete the relevant Costings and Planning Workbook - Table E – Monitoring and Evaluation*

**6.4.1 Monitoring and Evaluation Plan: Please set out proportionate plans for monitoring and evaluation.**

**(1000 words)**

*In keeping with the approaches outlined elsewhere for the management, delivery and assurance of our LUF-funded scheme, Colchester will deploy the methodology developed for Monitoring and Evaluation (M&E) and benefits realisation in our 'We are Colchester' (Town Deal) programme.*

*This reflects guidance and best practice issued by DLUHC via the Towns Fund, with M&E plans already prepared and well established for each of our Town Deal projects and the programme as a whole.*

*Therefore, the methodology we prepare for the LUF schemes will be drawn from those existing Town Deal projects that have close similarities; including public realm, housing-led regeneration, active travel and heritage themed projects and schemes.*

*Specifically: if Levelling Up Funding is awarded to Colchester, we will*

- Update and augment our M&E Plan (Towns Fund) to encompass the new and additional schemes funded under LUF alongside and with consistent methods to the existing projects in our Town Deal programme.*
- Establish specific and realistic indicators with corresponding targets, units of measurement, identified team or individual responsible for collecting the evidence, frequency of collection as well as a baseline for the data i.e. prior to commencement, in line with any further guidance published by DLUHC pertaining to the Levelling Up Fund programme. These will be aligned to the outputs and outcomes prepared elsewhere in this application for example our Theory of Change (see Appendix 14) and economic case / model. The proposed indicators for the Monitoring and Evaluation of our scheme are provided within Appendix 2, table E.*
- Determine mechanisms for reporting and publishing the information collected at a local level including for example 'We are Colchester' board, senior officers within the local authorities, website, social media and other local channels.*
- Advise specific named individuals from within our current Town Deal programme team who will own the gathering, processing and submission of M&E information as required.*
- Ensure that the lead officer responsible for delivering each key aspect of the scheme (see 6.3.4 - core team) understands and has clear and defined responsibilities for M&E and benefits realisation – i.e. for the St Botolph's scheme, the mixed-use scheme and the general regeneration and public realm elements. These accountabilities will be agreed and baked into the roles of these individuals, and also form the basis of Service Level agreements, client briefs, and any other contractual documentation.*
- Where it is prudent or relevant to request an outside organisation collects data which feeds into and validate the overall M&E plan, this will be agreed, and any necessary contractual relationships entered into. This might include for example gathering and reporting long-term data on air quality, crime and antisocial behaviour, visitor / resident / business perception data, data on footfall and turnover in the intervention area (including at businesses, transportation hubs and cultural amenities), active and sustainable travel movements, etc.*
- The scheme owner and sponsor will hold the delivery team to account for benefits realisation throughout the life of the scheme as part of the overall accountability and delivery framework.*

*A full M&E plan will be prepared for the programme overall and covering each individual scheme and component and indicators for this are provided within Appendix 2, table E. A summary of this information is provided below;*

<b>Benefit Description</b>	<b>Owner</b>	<b>Activity</b>	<b>Sources of data</b>	<b>Frequency</b>
<b>Outputs</b>				
<i>Op1: km new or improved active travel infrastructure</i>	<i>ECC</i>	<i>Project data and reporting</i>	<i>Mapping of future infrastructure</i>	<i>At scheme commencement &amp; conclusion</i>
<i>Op2: new homes created</i>	<i>CBC with CAHL</i>	<i>Project data and reporting</i>	<i>Physical evidence of completions</i>	<i>Quarterly &amp; annually</i>
<i>Op3: % (of above) are affordable homes</i>	<i>CBC with CAHL/ CBH</i>	<i>Project data and reporting</i>	<i>Physical evidence of completions</i>	<i>Quarterly &amp; annually</i>
<i>Op4: sqm new commercial space created</i>	<i>CBC with CAHL</i>	<i>Project data and reporting</i>	<i>Physical evidence of completions</i>	<i>Quarterly &amp; annually</i>
<i>Op5: Hectares of land remediated or developed</i>	<i>CBC with CAHL</i>	<i>Project data and reporting</i>	<i>Land area in hectares</i>	<i>Quarterly &amp; annually</i>
<i>Op6: New jobs created in commercial space created</i>	<i>CBC with CAHL/ CATL</i>	<i>Project data and reporting</i>	<i>Data capture - freeholder</i>	<i>Quarterly &amp; annually</i>
<b>Outcomes</b>				
<i>Oc1: Mode share: active and sustainable</i>	<i>ECC</i>	<i>Undertake manual surveys</i>	<i>Manual surveys</i>	<i>Annually</i>
<i>Oc2: Passenger numbers: railway station</i>	<i>CBC</i>	<i>Interrogate published data</i>	<i>Data from Train Operating Company (TOC)</i>	<i>Annually</i>
<i>Oc3: Violent crime against the person</i>	<i>CBC</i>	<i>Interrogate published data</i>	<i>Local data: Safer Colchester Partnership (SCP)</i>	<i>Annually</i>
<i>Oc4: Instances of Antisocial Behaviour</i>	<i>CBC</i>	<i>Interrogate published data</i>	<i>Local data: Safer Colchester Partnership (SCP)</i>	<i>Annually</i>
<i>Oc5: Extent and severity of AQMA</i>	<i>CBC</i>	<i>Interrogate published data (DEFRA)</i>	<i>Central Corridors AQMA</i>	<i>Annually</i>
<i>Oc6: Footfall in the intervention area</i>	<i>CBC</i>	<i>Undertake manual surveys</i>	<i>Business Improvement District (BID) surveys</i>	<i>Annually</i>
<i>Oc7: Retail spend in &amp; adjacent to intervention area</i>	<i>CBC</i>	<i>Undertake manual surveys</i>	<i>Business Improvement District (BID) surveys</i>	<i>Annually</i>
<i>Oc8: Population in the core city centre</i>	<i>CBC</i>	<i>Interrogate published data</i>	<i>National datasets</i>	<i>Annually</i>
<i>Oc9: No of higher value jobs in city centre</i>	<i>CBC</i>	<i>Interrogate published data</i>	<i>Employment data</i>	<i>Annually</i>
<i>Oc10: Levels of CO2 emissions (net: all contributors)</i>	<i>CBC</i>	<i>Undertake specific quantitative evaluation</i>	<i>Traffic data</i>	<i>Annually</i>
<i>Oc11: Levels of respiratory illness</i>	<i>CBC</i>	<i>Undertake specific quantitative evaluation</i>	<i>Health economy data</i>	<i>Annually</i>

<b>Benefit Description</b>	<b>Owner</b>	<b>Activity</b>	<b>Sources of data</b>	<b>Frequency</b>
<i>Oc12: Road accidents involving pedestrians</i>	<i>ECC</i>	<i>Undertake specific quantitative evaluation</i>	<i>Published RTA data</i>	<i>Annually</i>
<i>Oc13: Road accidents involving cyclists</i>	<i>ECC</i>	<i>Undertake specific quantitative evaluation</i>	<i>Published RTA data</i>	<i>Annually</i>
<i>Oc14: Perception of town centre - visitors</i>	<i>CBC</i>	<i>Undertake specific quantitative evaluation</i>	<i>Latest town centre survey</i>	<i>Annually</i>
<i>Oc15: Perception of town centre - residents</i>	<i>CBC</i>	<i>Undertake specific quantitative evaluation</i>	<i>Latest town centre survey</i>	<i>Annually</i>
<i>Oc16: Perception of town centre - businesses</i>	<i>CBC</i>	<i>Undertake specific quantitative evaluation</i>	<i>Latest town centre survey</i>	<i>Annually</i>
<i>Oc17: Spend in hospitality &amp; cultural economic sectors</i>	<i>CBC</i>	<i>Undertake specific quantitative evaluation</i>	<i>National datasets</i>	<i>Annually</i>
<b>Impacts</b>				
<i>Im1: Levels of deprivation beyond core city centre</i>	<i>CBC</i>	<i>Undertake specific quantitative evaluation</i>	<i>Latest IMD data</i>	<i>Annually</i>
<i>Im2: Levels of skills in the core intervention area</i>	<i>CBC</i>	<i>Undertake specific quantitative evaluation</i>	<i>Latest IMD data</i>	<i>Annually</i>
<i>Im3: Land values in core intervention area</i>	<i>CBC</i>	<i>Undertake specific quantitative evaluation</i>	<i>Commercial property sector &amp; published data</i>	<i>Annually</i>
<i>Im4: Ha of redevelopment brought forward in adjacent area</i>	<i>CBC</i>	<i>Undertake specific quantitative evaluation</i>	<i>Commercial property sector &amp; published data</i>	<i>Annually</i>

## **Part 7 – Declarations**

7.1 Senior Responsible Owner Declaration Please complete pro forma 7 Senior Responsible Owner Declaration. **PROVIDED**

7.2 Chief Finance Officer Declaration Please complete pro forma 8 Chief Finance Officer Declaration. **PROVIDED**

7.3 Data Protection Please note that the Department for Levelling Up, Housing and Communities (DLUHC) is a data controller for all Levelling Up Fund related personal data collected with the relevant forms submitted to DLUHC. The Department, and its contractors, where relevant, may process the Personal Data that it collects from you as part of your application to the Levelling Up Fund, in accordance with its privacy policies. The Department will use the Personal Data provided to contact you, if needed, as part of the assessment, selection and/or monitoring process. For the same purposes, the Department may need to share your Personal Data with other government departments (OGDs), their Arm's Length Bodies and contractors, where relevant, and departments

in the Devolved Administrations, and by submitting this form you are agreeing to your Personal Data being used in this way. Any information you provide will be kept securely and destroyed within 7 years of the application process completing. You can find more information about how the Department deals with your data here. **NOTED**

7.4 Publishing When authorities submit a bid for funding to the UK Government, as part of the Government's commitment to greater openness in the public sector under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, if the bid is successful, they must also publish a version excluding any commercially sensitive information on their own website within five working days of the announcement of the successful bids by UK Government. UK Government reserves the right to deem the bid as non-compliant if this is not adhered to. Please tell us the website where this bid will be published:

[www.colchester.gov.uk/we-are-colchester/](http://www.colchester.gov.uk/we-are-colchester/)

### **Annexes A-C: project summaries**

*These should be completed individually for each component within a package bid*

*Please use Annexes A – C to provide detail on each component project of a package bid. A package bid can have up to 3 component projects.*

**A1. Project Name:** N/A

**A2. Please provide a short description of this project**

**(100 words maximum)** N/A

**A3. Please provide a more detailed overview of the project and how this project aligns with the other projects in the package bid, representing a coherent set of interventions.**

**(250 words)** N/A

**A4. Please provide a short description of the area where the investment will take place. If complex (i.e., containing multiple locations/references) please include a map defining the area with references to any areas where the LUF investment will take place.**

**For transport projects include the route of the proposed scheme, the existing transport infrastructure and other points of particular interest to the bid e.g., development sites, areas of existing employment, constraints etc.**

**(250 words)** N/A

**A5. Please confirm where the investment is taking place (where the funding is being spent not the applicant location or where the project beneficiaries are located).**

**If the project is at a single location, please confirm the postcode and grid reference for the location of the investment. If the project covers multiple locations, please provide a GIS file.**

**If this is unavailable, please list all the postcodes/coordinates that are relevant to the investment.**

*N/A*

**For all projects, please confirm in which constituencies and local authorities the project is located. Please confirm the % investment in each location.**

**A6. Please confirm the total grant requested from LUF (£)**

*N/A*

**A7. Please specify the proportion of funding requested for each of the Fund's three investment themes:**

**a) Regeneration and Town Centre %**

**b) Cultural %**

**c) Transport %**

*N/A*

**A8. Please confirm the value of match funding secured for the component project. Where funding is still to be secured please set out details below. If there are any funding gaps please set out your plans for addressing these. (250 words)**

*N/A*

**A9. Value for Money Please set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, applicants should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment.**

**(500 words)**

*N/A*

**A10. It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be provided at Question 5.5 in the main It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be reported in applications. If this is not possible, then Page | 49 application. If it is not possible to provide an overall BCR for your package bid, please explain why.**

**(250 words)**

*N/A*

**A11. Where available, please provide the initial and adjusted BCR for this project:**

**Initial BCR:**

**Adjusted BCR:**

*N/A*

**A12. Does your proposal deliver non-monetised benefits? Please set out what these are and a summary of how these have been assessed.**

**(250 words)**

*N/A*

**A13. Does this project include plans for some LUF grant expenditure in 2022-23?**

*N/A*

**A14. Could this project be delivered as a standalone project, or does it require to be part of the overall bid?**

*N/A*

**A15. Deliverability: Please demonstrate that project activity can be delivered in 2022-23?**

*N/A*

### **Statutory Powers and Consents**

**A16. Please list separately each power / consents etc. obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan**

*N/A*

**A17. Please list separately any outstanding statutory powers / consents etc, including the timetable for obtaining them**

*N/A*

### **Attachment Checklist**

Where possible, please zip attachments under the headings provided to reduce the number of attachments being uploaded. Zipped files will however be accepted. We cannot accept embedded links or file sharing, and information submitted in this way will not be considered

Refer to the guidance (not replicated here)

## LIST OF APPENDICES USED AND APPENDIX NUMBERS:

Appendix 1	[REDACTED]
Appendix 2	[REDACTED]
Appendix 3	Proforma 5: Financial Compliance.
Appendix 4	Proforma 6: MP Support.
Appendix 5	Proforma 7: Senior Responsible Officer.
Appendix 6	Proforma 8: Finance Director / S151.
Appendix 7	Letters of support.
Appendix 8	Risk register.
Appendix 9	[REDACTED]
Appendix 10	[REDACTED]
Appendix 11	Climate and sustainability plan / statement.
Appendix 12	Equality Impact Assessment.
Appendix 13	Project visualisations.
Appendix 14	[REDACTED]
Appendix 15	[REDACTED]
Appendix 16	[REDACTED]
Appendix 17	[REDACTED]