D2N2 Strategic Economic Plan

Implementation Plan Annex 1:

Business Cases for a Sample of Economic Infrastructure Headline Projects

31st March 2014



Contents

Please note – this annex includes business cases for a sample of our economic infrastructure projects for which LGF is requested in 2015/16. Business cases for those not included are available on request.

Strategic Infrastructure Package / Project Name	Page
Growing Greater Nottingham	***3***
Nottingham City Cycle Ambition Package (NCCAP)	4
Nottingham Southside Transport Strategy	11
Nottingham Enterprise Zone (Sustainable Transport Strategy)	16
Nottingham Creative Quarter – BioScience expansion	20
Sustainable transport measures to help maintain the town centres and enable growth	27
Rolls Royce Hucknall	35
Unlocking employment sites along the A46 corridor, Greater Nottingham	43
Growing the Wider Derby Area	***51***
Our City, Our River (OCOR): Derby's Derwent corridor – unlocking the Economic Potential Along the Lower Derwent	52
Infinity Park Derby	62
South Derby Local Sustainable Transport Package	68
Local Transport Connectivity Package	75
South Derby Connections for Growth	83
Woodville-Swadlincote Regeneration Route	90
Drakelow Park Highway Infrastructure	95
Sustained regeneration and growth in Mansfield, Ashfield and North Nottinghamshire	***100***
Lindhurst, a sustainable urban extension to the south of Mansfield, Nottinghamshire	101
Strategic corridor sustainable transport access improvements to enable development	108
Ollerton - A614 / A616 / A6075 Roundabout Improvement.	116
Sustained growth and housing in North East Derbyshire	***123***
Chesterfield Town Centre Package	124
A61 Growth Corridor	131
Accelerating housing and employment growth in Newark	***138***
Newark Southern Link Road (SLR)	139
Peak world class destination	***144***
Buxton Spa Town Package	145

Growing Greater Nottingham

Name of Programme	**Nottingham City Cycle Ambition Package (NCCAP)**
Location	Nottingham City area – this could be expanded as explained in the scalability section.
Description of Scheme / Programme	Package of infrastructure improvements to help deliver a transformational change in the way citizens are able to travel around the City by bike. These improvements will have a major impact in areas such as how people travel to work, a reduction in congestion, the health of residents, as well as attracting investment through an improved transport network and public realm. In brief the package will deliver: • North – south and east – west cross-city cycle corridors; • A network of cross city centre cycle routes; • Investment in off road routes through parks and green spaces; and • Investment in our neighbourhood cycle facilities.
Strategic Case: demonstrate that there is a clear rationale for intervention.	
S1. Problems, Barriers to Growth and Rationale for Intervention	
Confirm **problem(s)** to be addressed	The business case demonstrates the programme of measures which will address a series of key strategic challenges: • Supporting existing and encouraging new firms and investment; • Widening the potential travel to employment area for job seekers; • Reducing the carbon impact of travel; and • Promoting physical exercise as a mode of travel. In addition to the strategic challenges a number of local cycle-specific issues have also been identified, which like the above are outlined in detail in the business case.
Explain how the problem(s) will **constrain economic growth** in the area	This programme of measures will directly tackle congestion, which costs the local economy £160 million per year and will worsen with traffic levels predicted to rise by up to 27% by 2028. Two surveys one by the Chamber of Commerce and the other by the GNTP (Big Ideas) sampled 2,000 members of the public and 200 businesses in Greater Nottingham, found that all the large and SME businesses interviewed, agreed that traffic congestion and accessibility were priorities. In many areas of the City there are low levels of car ownership, such as St Anns (65%), Arboretum, Bestwood and Bridge (>50%). This limits the scope of area for many citizens' to search for work, which the proposed package of improvements would help expand.
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	• Increase cycling levels by 100% from 2010 levels by 2017, which will reduce congestion and increase Nottingham's economic output and attract inward investment; • Improve the health of citizens, which in turn will reduce absenteeism and increase economic output. Economic modelling has valued this at £43 million; • Promote investment: the improvements will enable regeneration and help enable development sites by providing capacity for growth and enhancing economic competitiveness; and • Support people into employment by reducing barriers to accessing services, particularly in terms of affordability and low travel horizons.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	When compiling the business case a number of options were initially developed with local stakeholders using the following process: 1. Initial options: Identified by a technical working group, this was then

	analysed against policy criteria and fit. 2. Option screening: Schemes which did not meet minimum standards and thresholds were discounted. 3. Option refinement: Short lists of measures were compiled into suitable packages of schemes which then underwent wider input by stakeholders. The preferred strategy from this process was then tested at senior officer and political level with formal support from the Leader, Portfolio Holder and Chief Executive and Chair of the Health and Well Being Board. 4. Preferred option: As well as the above sensitivity testing was undertaken on the outcomes of this option.
Demonstrate that the **optimal solution** has been identified	There are clear and documented benefits of cycling, which are widely accepted and encouraged at a national and local level. This solution has been identified as the best solution to build on measures which are already underway and planned in the City to maximise investment and outcomes. It will allow the long term strategy outlined in the City's Cycling Action Plan to be delivered. The solution has been formulated through close collaboration with partners at a local and national level and provides the best balance of measures to provide a solution that will not only encourage people to cycle but will enable a lasting legacy and generational change to travel habits throughout the City. Section 5.9 below has been copied from the Business Case (Strategic Case) and highlights the option selection criteria which were used. 5.9 The following summarises the outcome of the option testing process.

Assessment Criteria	Option ...							
	1	2	3	4	5	6	7	8
Supports local businesses and helps people into work	✓✓	✓✓	✓✓✓	✓✓	✓✓✓	✓✓	✓✓✓	✓
Results in significant shifts in cycle use (from private car)	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓	✓	✓✓✓	✓
Increases cycling amongst least active people	✓	✓✓✓	✓✓	✓✓	✓✓✓	✓	✓✓	✓
Is supported by stakeholders	✓	✓✓✓	✓✓✓	✓✓	✓✓✓	✓✓	✓	✓
Enhances existing programmes, resulting in a step change - ambitious	✓	✓✓✓	✓✓	✓✓	✓✓✓	✓✓	✓✓	✓
Makes cycling safer	✓✓✓	✓✓✓	✓✓✓	✓	✓✓✓	✓	✓✓✓	✓
Is affordable	×	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓	✓	✓
Is deliverable	×	✓✓✓	✓✓✓	✓✓✓	✓✓✓	×	×	✓
Meets all DfT funding criteria	✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	×	×	✓

Note: The blue highlighted cells in the above table represent the preferred option.

S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution.	The schemes have the full support of the Council at Officer and Political Level, this includes the Highway Authority and Parks and Opens Spaces, who would be directly affected by the works. In addition the Business Case received support from • D2N2 Local Enterprise Partnership, when initially submitted to the DfT; • The Director for Public Health – this included a financial contribution to supporting measures; • The Greater Nottingham Transport Partnership; • The sustainable transport charity Sustrans; • Nottingham University Hospitals – NHS Trust; • British Cycling; • Nottingham Trent University;

	• Ridewise – Cycle training organisation; • Pedals – Cycle campaign group; • Intu (Victoria Centre and Broadmarsh shopping centres); and • Games Workshop – (700 employees in Nottingham).
Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	
Describe the **outputs** from the Project / Programme	Cross City Corridors and City Centre Improvements • 5.5 km of additional off road cycle paths • 10.9km of non segregated on road cycle lane Investment in River Leen corridor • 7.5km of off road riverside cycle/pedestrian paths • 1.8km of on road riverside cycle paths Neighbourhood Improvements • 6km of off road cycle paths • 6km of non segregated on road cycle lane
E2. Outcomes: what the Project / Programme will achieve	
Describe the **outcomes** from the Project / Programme	Cross City Corridors and City Centre Improvements • Journey to work mode share by bike of at least 10% by 2023 (from 2011 baseline of 3.5%) • Journey to work mode share by car reduced to 39% by 2023 (from 2011 baseline of 46%) Investment in River Leen corridor *Will contribute to the above in addition to:* • Increase in recreational cycling of at least 100% on River Leen corridor by 2016 (compared to current competing on-road route) Neighbourhood improvements • 100% increase in local cycle usage by 2016, reported as cycles parked at community hubs • A reduction in the accident rate involving cycles (whilst increasing the number of cycle trips) All areas combined • Reduction in car use (7% reduction in mode share by 2023, travel to work) • Improved health (reduced inequalities) • Increase in numbers attending cycle related events • Improved streetscape and perceptions of well being • Reduced cycle accident rate
E3. Impacts: how the Project / Programme will unlock sustainable economic growth	
Will the intervention **unlock new jobs**? Quantify no. of jobs and GVA if possible.	Developing transport infrastructure, education and sustainability is vital in both creating investment and growth opportunities for the private sector and ensuring local jobseekers can access employment and training in key growth industries. The Nottingham Growth Plan reinforces this with a clear statement on ambitious growth expectations allied to a need to support this growth in a sustainable way. With a highly regarded bioscience development and an emerging technology centre Nottingham is well placed to capitalise on growth by attracting and retaining new enterprises with well-skilled residents and world class infrastructure. The package of measures proposed through NCCAP will not only enable those currently dependant on private vehicles to switch to cycling and more sustainable modes, thus contributing to reduced congestion levels and helping grow the economy, but also enable job-seekers in the future to travel without relying on private vehicles to jobs that have been created in

	Nottingham as a result of our forward thinking and dynamic approach to tackling congestion, improving the health of our citizens, promoting economic growth and reducing carbon emissions.	
Will the intervention **unlock new housing**? Quantify no. of houses and wider benefits if possible.	This economic success has led to population growth at a rate greater than the national average. Ensuring that the area can accommodate this growth and ensuring that everyone benefits from the city's success sets a number of challenges for the area in terms of transport and carbon reduction. 67.1% of the population is of working age which is higher than the England figure of 64.8%. The area has experienced significant growth of 6.9% in its overall population since 2001 and an even higher growth rate of 11.0% of those of a working age. Significant growth is projected to take place over the next 15 years in population levels across the Nottingham urban area. Through the Aligned Core Strategy, provision will be made for up to 52,000 new homes (2009-2026) to accommodate the population changes.	
Identify **further economic effects**. Quantify GVA effects if appropriate.	The following values are taken from the Business Case (Economic Case) Table 5.6 (in terms of total Present Values of Benefits): • Absenteeism Benefits - £8,658,657 • Health Benefits - £43,286,911 • Decongestion – £3,532,215 • Greenhouse Gases - £178,842	
E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability		
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative? Please explain.	The interventions will have a positive effect for citizens, it will allow • Disadvantaged communities access to good jobs and greater travel horizons; • Encourage skilled staff to remain and move to Nottingham; • Tackle health inequalities in particular across disadvantaged wards; and • Improve the public realm.	
Will the intervention result in an increase or decrease in **carbon emissions**? Please explain	A conservative estimate is that the interventions will lead to a reduction of approximately 25 million less vehicle kilometres (over the 10 year appraisal period).	
How will the intervention impact on the **natural and built environment**? Please explain	Nottingham is renowned for providing the highest standards of public realm. It forms a key part of the city offer, and plays a major role in attracting businesses and people to the City. These interventions offers the potential to further extend the connectivity and reach of the City Centre, employment, public services, retail, leisure and education provision, whilst at the same time improving the overall public realm and attractiveness of the City Centre. It will also open up the Leen River corridor to provide more green space within an urban environment.	
E5. Value for Money Assessment		
Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	A BCR for all elements of the bid has been calculated at 4.86:1. The method and values used are detailed within the Business Case (Economic Case)	
Financial Case: demonstrate adequate consideration of costs and funding strategy		
F1. Total Project Cost		
What is the **total cost** of the project? Explain the approach to costing.	£9.38 million	Nottingham City Council has considerable experience and expertise in the procurement and successful delivery of cycle infrastructure over many years. This experience has provided a reliable database of cost estimate information on which the bid figures have been based.

		An allowance of 2.7% per annum has been assumed for inflation within the base cost estimates. This is consistent with TAG Unit 3.5.9 (DfT business case requirements) with the recently submitted Nottingham Ring Road Major Scheme inflation assumption and with our recent LSTF programme submission. The allowance has been applied within the figures for costs incurred in 2014-15 and 2015-16. These costs would be transferred to 2015/16 if successful in achieving funding. Optimism bias is the demonstrated systematic tendency for appraisers to be overly optimistic about key parameters. Costs have been uplifted by 3% to account for optimism bias – this level accords with TAG Unit 3.5.9 for a cycling infrastructure scheme at Stage 3 (which is effectively where the NCCAP bid sits). It should be noted that, within the Economic Case, we have used a much higher level of optimism bias in order to ensure that benefit/cost ratios are conservative.
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£6.1 million	Please see table 4.1 in the Business Case (Financial Case) for a full breakdown of costs and funding.
How much **match funding** will be provided? Indicate sources.	£3.28 million	£3,060 million- Local Authority including Health (formerly PCT) £220,000 – Third party Sustrans mainly relating to works on the Leen
Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021		
D1. Partnerships for Delivery		
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	A full list of partners including private sector support is contained in the Business Case (Strategic Case) Section 10.1. These include: • Nottinghamshire County Council; • Sustrans; • Greater Nottingham Transport Partnership; • Nottingham Health and Well Being Board; • British Cycling; and • Ridewise.	
Demonstrate **private sector commitment** to the Project/Programme	Letters of support have been received from: • Alliance Boots • Intu (Victoria Centre and Broadmarsh) • EON • ITP transport consultants • Nottingham Trent University • Nottingham University • Nottingham University Hospitals Trust • Games Workshop	
D2. Effective Governance		
Explain proposed **governance structure**, including reference to partners if appropriate	A full governance structure including Strategic reporting to the Nottingham Joint Advisory Committee for Planning and Transport and Joint Planning and Advisory Board. This also includes D2N2, a Programme Board and the Greater Nottingham Transport Partnership. A full Management Structure would be established including a Programme Steering Group, Communications and Marketing Group and Programme	

	Manager. Delivery Teams would be established for each of the bid elements.
Demonstrate that **adequate resource** will be committed by the promoter to develop the scheme	Nottingham City Council will be the lead organisation in delivering the programme in conjunction with key local partners and stakeholders. As such, the City Council is utilising the Project Management Toolkit which sets out a corporate approach to successful programme management based upon the standard PRINCE2 principles. Utilising this approach for the programme will ensure delivery plans are robust and achievable. This disciplined approach will lead to successful outcomes and ensure the objectives of the programme, and the aims of the local stakeholder partnership and DfT are all achieved.
D3. Capacity and Risk Management	
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	Risks to programme delivery will be tracked in accordance with the City Council's corporate risk management principles. The risk management framework requires the identification and recording of risks, an evaluation of their potential and any mitigation actions and monitoring of ongoing progress. This approach draws upon the PRINCE2 methodology for risk management and ensures that all risks are captured and processed in a consistent manner. A risk log has been prepared and the highest rated risks are included in Table 8.1 in the Business Case (Management Strategy). The types of risks associated with delivery relate to legal, operational, technical, financial, and political risks, which without mitigation could result in increased costs to the programme, reductions in the quality of outputs and slippages in timelines, all impacting the overall benefits and outcomes the programme seeks to deliver. These risks will be subject to on-going monitoring and mitigated through effective programme management and partnership working. The Risk Register will be presented and reviewed at Steering Group meetings and key risks escalated to Programme Board as appropriate for reduction, elimination or acceptance. A Programme risk analysis is contained in the Business Case (Management Case) Table 8.1.
Briefly explain the most significant **construction / technical** risks and mitigation	Please see Table 8.1 in the Business Case.
Briefly explain the most significant **financial** risks and mitigation	Please see Table 8.1 in the Business Case.
Briefly explain the most significant **commercial** risks and mitigation	Please see Table 8.1 in the Business Case.
D4. Procurement and Programme	
Demonstrate consideration of **procurement mechanisms** (technical support + contractors	A Procurement Strategy is included in the Business Case (Commercial Case) Section 3. This includes: • Planning, engineering and design of infrastructure • Community engagement in design implementation process • Construction and construction management • Signing and ancillary off highway works • Marketing and promotion of new infrastructure • Elements outside of the City boundary
Demonstrate evidence of an achievable **programme** for delivery	The procurement strategy is such that the main critical path elements of delivery are already covered by in-house design, by existing Framework arrangements, and by existing partnership arrangements.

	As shown in the programme Gantt Chart in the Business Case (Management Case), this means that there are no prolonged contractual processes to go through to deliver the programme, minimising delivery risk.
D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	Having a robust benefits realisation strategy in place is fundamental to assessing whether the programme delivers what was originally intended and provides a framework through which to evaluate the outcomes of delivery. Realising benefits will form part of the project control function and falls under the role of the Programme Board when directing progress with delivery. The benefits realisation strategy is closely linked to the Monitoring and Evaluation Framework that will be used with NCCAP. This will provide ongoing feedback on progress and whether the anticipated benefits are actually being realised as the programme progresses. If necessary, plans can then be refined to ensure that the benefits are maximised.
Explain how progress will be reported to the general public and business community	A Monitoring and Evaluation Framework has been developed for NCCAP which is included in the Business Case (Appendices). This will include a full impact evaluation - i.e. measuring the outcomes and impacts of the interventions and relating those to the objectives and targets of the programme. A delivery process evaluation will also be undertaken which looks at what has been delivered and how well the process of delivering the outputs and influencing behaviour is working. This is valuable because it will allow refinements to delivery to be made both during the current programme and in future similar work. This will be made available to the business community. The marketing and promotion of the schemes would also be targeted at businesses to ensure they are fully involved throughout the process.

Name of Programme	**Nottingham Southside Transport Strategy**
Location	Southside area surrounds the immediate vicinity around the Broadmarsh shopping centre and Nottingham Station within Nottingham city centre.
Description of Scheme / Programme	The works will allow the area around Broadmarsh to be reconfigured in a manner which enhances the development and addresses the wider connectivity issues to provide for more comprehensive redevelopment and economic development leading to potentially the creation of up to 5,000 new jobs in the city. Works will include: • Upgrading of the Southern Relief Route junctions (Programmed for early delivery); • Removal of general traffic from Collin Street (via Southern Relief Route scheme) and restriction along Canal Street to essential traffic only (buses, cycles, taxis and loading); • Creating an open direct and legible pedestrian route linking the Nottingham Station along an enhanced Carrington Street and Lister Gate to the city centre; • Construction of a new NET tram stop at Broadmarsh East (within the Creative Quarter area) to provide ready access to the shopping centre via a new entrance at the corner of Collin Street and Middle Hill; and • Associated public realm improvements and enhanced bus priority through the relocation of stops.
Strategic Case: demonstrate that there is a clear rationale for intervention.	
S1. Problems, Barriers to Growth and Rationale for Intervention	
Confirm **problem(s)** to be addressed	Regeneration of the Broadmarsh centre is the city's top regeneration priority. The Southside Transport Strategy is an integrated package of measures to help support the regeneration and growth of the Southside regeneration area. At the heart of this is the redevelopment of the Broadmarsh shopping centre. The area comprises a mix of buildings of varying quality and cleared redevelopment sites and is traversed by several highly trafficked streets which create significant severance on an important gateway into the city. Options to retain the existing highway arrangement do not provide the opportunity for transformation necessary to reshape the Broadmarsh area and deliver economic growth. Traffic capacity along the existing routes would not be adequate to accommodate forecast trip demand and impose significant severance and create a barrier to important linkages between the Station and city centre. The place making/public realm improvements proposed will maximise the benefits of the shopping centre proposals and wider area.
Explain how the problem(s) will **constrain economic growth** in the area	As confirmed in the Nottingham Core Strategy, Growth Plan and City Centre Time and Place Plan retail remains an important component of economic activity and the city centre will continue to be promoted as the region's principle shopping and leisure destination. Given the strategic location and enhanced transportation infrastructure, it is widely predicted that the southern gateway area will become significantly more attractive for new inward investment, job creation and residential development. Poor integration of the network with pedestrian, cycling and public transport services will severely inhibit the ability of the area to support forecast growth and therefore adversely impact upon the priorities of job creation and business growth/inward investment.
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	• Unlock new job creation (up to 5,000 in Broadmarsh) through delivery of employment growth areas; • Support regeneration and a potential 7,500 new jobs within the geographical area; and

	• Retain Nottingham as a top 10 retail destination. The Greater Nottingham Retail Study, DTZ (July 2013) includes a number of scenarios for examining the future capacity of the city centre. The preferred scenario assumes city centre development will increase the city's market share of expenditure. Based on this scenario capacity will exist for over 35,000 sq m of comparison retail floor space by 2021. The redevelopment of the two principle shopping centres will account for most of this increase and will absorb capacity to 2021. The Nottingham Aligned Core Strategy identifies that in addition to the measures needed to support the improved retail offer, the focus of transport accessibility, connectivity within the centre, the creation of a high quality environment and improvements to safety will also be essential strategy components. The Nottingham City Centre Time and Place Plan recognises that linked to the expansion of the main shopping centres there will have to be some complimentary refurbishment, rationalisation and consolidation of some other retail areas including reallocation to other uses. With the completion of the expansion of Nottingham Station passenger facilities and extension of NET with a new interchange over the station there will be a significant uplift in pedestrian footfall through the area from this key Gateway into the City Centre. Without improvement to the streets immediately south of the Broad Marsh centre there will be a significant gap in the quality of the pedestrian facilities which will continue to undermine Nottingham Station as a key Gateway to the City Centre.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	Do Nothing (rejected) – would not enable transformational aspirations to be met. Retention of general traffic on Canal Street (rejected) – would disbenefit pedestrians and public transport and would be inadequate for residual traffic demand.
Demonstrate that the **optimal solution** has been identified	Redevelopment of Broadmarsh shopping centre and vacant sites in the vicinity is considered crucial to the regeneration of the southern area of the city and is Nottingham City Council's highest planning and transport priority. The scheme is included within the Core Strategy and City Centre Time and Space Plan.
S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution.	Currently included in Nottingham City Centre Time and Place Plan. Intu expressed support for the Vision in this plan. Also received was strong support from Nottingham Creative Quarter. Intu have entered into a development agreement with the City Council for the first phase of the Broadmarsh redevelopment in the context of this plan and other policies/plans to deliver the strategy. This includes a significant financial commitment to develop the proposals to a detailed design stage within a twelve month period.
Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	
Describe the **outputs** from the Project / Programme	Upgraded Southern Relief Route – 950m Public Realm Improvements – 11,500m^2 NET Tram Station serving Broadmarsh and Central College site
E2. Outcomes: what the Project / Programme will achieve	
Describe the **outcomes** from the Project / Programme	The strategy will allow the area around Broadmarsh to be reconfigured in a manner which enhances the development and addresses the wider connectivity issues to provide for more comprehensive redevelopment and

	economic development and support wider regeneration of the Castle area.	
E3. Impacts: how the Project / Programme will unlock sustainable economic growth		
Will the intervention **unlock new jobs**? Quantify no. of jobs and GVA if possible.	It is estimated that the Southside Transport Strategy will enable over 12,000 new jobs to be created in the Southern Gateway/Broadmarsh area (Based on applying nationally adopted formula to employment areas indicated in the Local Plan/Development Briefs)	
Will the intervention unlock new housing? Quantify no. of houses and wider benefits if possible.	Over 1,000 new homes in the area south of Nottingham Station will be provided with improved sustainable accessibility.	
Identify further economic effects. Quantify GVA effects if appropriate.	Consolidated employment development into an Office Quarter will bring agglomeration benefits. Potential to expand Broadmarsh retail floorspace by 210% to 92,000m2 will assist greatly with economic development in the area. The strategy will help Nottingham to reassert its position as the primary retail destination in the East Midlands, and boost its position nationally. Underperformance of Broadmarsh is a strategic constraint to the performance of Nottingham's wider retail and visitor economy	
E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability		
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative?	The scheme will benefit people without access to a car and in low income groups placed within some of the most deprived wards nationally - the adjacent Meadows and Sneinton areas are in the bottom 10% in the rankings nationally for multiple deprivation and are areas with higher than average working age unemployment.	
Will the intervention result in an increase or decrease in **carbon emissions**?	The focus of retail expansion in an area with very high levels of public transport strategy will maximise the opportunities for modal change and reduced carbon emissions. This has to be offset however by the reallocation of through traffic to routes further afield resulting in some increases in vehicle mileage.	
How will the intervention impact on the **natural and built environment**?	The built environment changes will be transformational with the introduction of new public spaces, improved public realm and potential new high quality development	
E5. Value for Money Assessment		
Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	Initial economic assessment suggests a BCR in the region of 3.0:1. This is based upon economic appraisal undertaken for Pinch Points and Better Bus Areas bids which were both showed strong positive benefits. Excludes wider benefits associated with job creation and retail performance improvements.	
Financial Case: demonstrate adequate consideration of costs and funding strategy		
F1. Total Project Cost		
What is the **total cost** of the project? Explain the approach to costing.	£13.0 million	Cost estimate based upon previous schemes of a similar nature. Price base Q2 2013
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£10.4 million	The package as been identified as costing £13.0m to deliver the works with a requirement of £10.4m LGF funding. It may be possible to scale the programme to fit resources available.
How much **match funding** will be provided? Indicate sources.	£2.6 million	Match funding is likely to be sourced from the LTP programme or possible contributions through the planning process. The Council is contributing £50m to the new Broadmarsh redevelopment. Intu have entered into a development agreement

		with the City Council for the first phase of the Broadmarsh redevelopment – discussions will continue with them to include potential contributions to infrastructure which will benefit their development The proposals build on measures to be delivered through the Better Bus Areas award (£7.3m).
Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021		
D1. Partnerships for Delivery		
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	Project delivery is directly within the control of the City Council as both planning authority and transport authority for the area affected.	
Demonstrate **private sector commitment** to the Project/Programme	Intu and Central College have been actively engaged in the development of scheme options. Nottingham City Council is the Broadmarsh Centre Freeholders; intu have a long lease. The scheme will allow for future expansion of the centre. Both have financial commitments directly contributing to the successful delivery of regeneration of the area.	
D2. Effective Governance		
Explain proposed **governance structure**, including reference to partners if appropriate	The governance arrangement model used for other successfully delivered major highway schemes including Turning Point and the Ring Road Major schemes will be adopted. An independent Project Board will be created. Members will be officially and formally assigned to the Project Board as directed by the Project Executive. The Project Executive is the Senior Responsible Owner (Sue Flack – Director of Planning and Transport) and will have overall responsibility for ensuring the project meets its objectives and delivers the projected benefits. The primary responsibilities of the Project Board will be overall direction, management and assurances including Quality, Business, User and Supplier.	
Demonstrate that **adequate resource** will be committed by the promoter to develop the scheme	The improvement works fall within existing Local Authority highway land and corporate processes are already in place linked to the Local Transport Plan programme and Major Scheme delivery to support deliverability by the end of 2017/18. This established framework will support in-house business case preparation, consultation, statutory processes, procurement of works and construction phases of delivery.	
D3. Capacity and Risk Management		
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	Elements of the scheme are still at a concept stage with inherent uncertainties relating to detail design issues which may arise. These will be actively managed as the scheme is developed.	
Briefly explain the most significant **construction / technical** risks and mitigation	Elements of the scheme are at a concept stage with inherent uncertainties relating to detail design issues which may arise. These will be actively managed as the scheme is developed.	
Briefly explain the most significant **financial** risks and mitigation	Key financial risk will be the failure to secure LGF funding.	
Briefly explain the most significant **commercial** risks and mitigation	None anticipated. The development agreement with intu excludes further expansion of the Broadmarsh Centre or changes to the highway network. The development agreement sets out the steps necessary to achieve the redevelopment and have financial commitments linked to its delivery. There is a risk that either party could pull out of the agreement which could result in the regeneration of the area being stalled. The highway and public realm elements fall outside of the direct agreement but there is clearly a close	

	association.
D4. Procurement and Programme	
Demonstrate consideration of **procurement mechanisms** (technical support + contractors	The procurement model used for the Ring Road Major Scheme will be adopted. All design and contract preparation will be carried out in-house. Procurement of works will be via the Nottingham/Derby Framework Contract.
Demonstrate evidence of an achievable **programme** for delivery	Business Case Preparation Early 2014/15 Detailed Design and Consultation Late 2014/15 Procurement 2015/16 Phase 1 Construction (Southern Relief Route junctions) 2015/16 Phase 2 Construction (Main scheme) 2016/17-2017/18
D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	Progress and performance will be monitored by the Project Team and reported to the Project Board.
Explain how progress will be reported to the **general public and business community**	A dedicated web-site will be created to provide information to the public supported with leaflets and other media as appropriate.

Name of Programme	**Nottingham Enterprise Zone (sustainable transport package)**
Location	The Alliance Boots site, designated as an Enterprise Zone straddles the boundary to the west of Nottingham City with Broxtowe Borough.
Description of Scheme / Programme	The Nottingham Enterprise Zone is a top Growth Plan priority. An integrated sustainable transport package is proposed comprising: • Improved pedestrian routes; • New bridge over railway; • Upgraded bridge over canal; • Upgraded cycle links; • Bus infrastructure; • Cycling facilities package; and • Green infrastructure.
Strategic Case: demonstrate that there is a clear rationale for intervention.	
S1. Problems, Barriers to Growth and Rationale for Intervention	
Confirm **problem(s)** to be addressed	The site is constrained for highway access via Thane Road and Humber Road. Potential levels of trip demand generated by the Enterprise Zone and associated housing development cannot be accommodated by private car, and the required infrastructure is likely to be unaffordable by the EZ. It is important to satisfy the Highways Agency that the operation of the strategic highway network will not be adversely affected by development traffic and that the provision of alternative modes has been fully considered. An integrated sustainable transport package of infrastructure improvements is required in order to support the development of the Enterprise Zone to enable housing, business and commercial development. The measures proposed will complement the Southern Growth Corridor major scheme. The railway line to the north of the campus currently separates the site from access to the NET station under construction on University Boulevard which would otherwise be within easy walking distance of the site. Attractive traffic-free pedestrian and cycle routes are within close proximity of the site but need connecting in including improving the access over the Beeston Canal where a bridge is in place but it is of poor condition without ramped access. With the development of the site creating up to 10,000 new jobs, supporting transport infrastructure will enable increased accessibility and provide further connectivity to lines two and three of the tram system and widened A453 once complete. The improvements will also help to connect to a larger nearby employment zone embracing the Beeston Business Park, Nottingham Science Park and the MediPark alongside the Queen's Medical Centre.
Explain how the problem(s) will **constrain economic growth** in the area	Inadequate connectivity and poor accessibility within and from the site may create barriers to inward investment in the area and constrain the delivery of new employment land and housing opportunities.
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	• Accelerate development and occupation of the Enterprise Zone which is explicitly referenced within the SEP as a key site • Support job creation opportunities contributing to the 55,000 new jobs, identified as a Strategic Target within the SEP • Encourage regeneration
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	Do Nothing (rejected) – this option represents the highway based solution which would not be acceptable in congestion or policy terms. The scale of residential and employment development at this site would generate levels of travel demand which could not be met by the existing provision. A NET

	extension into the site has been considered but is not considered to be financially viable without a significant public sector contribution to infrastructure costs. The proposed package provides pedestrian/cycle connectivity to sustainable transport modes (bus and tram) and will mitigate residual traffic impacts.
Demonstrate that the **optimal solution** has been identified	Given the constraints, both physical and financial, it is considered that the proposed package will deliver the optimal, cost-effective solution and complements the Southern Growth Corridor and NET Phase 2 projects.
S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution.	Through a succession of masterplanning exercises and workshops, Boots have recognised the need to provide sustainable access to, and through, the site. DCLG have awarded £26m Growth Point Fund to the LEP who have prioritised £5m for remediation works for the development. The Highways Agency recognises the major economic development benefits that EZ will bring and will be supportive of a traffic mitigation package to protect the strategic road network. Network Rail and the Canals and Rivers Trust will be key stakeholders and will be engaged at an appropriate time.
Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	
Describe the **outputs** from the Project / Programme *(100 words max)*	An integrated sustainable transport package is proposed comprising: • Improved pedestrian routes • New bridge over railway • Upgraded bridge over canal • Upgraded cycle links • Bus infrastructure • Cycling facilities package • Green infrastructure
E2. Outcomes: what the Project / Programme will achieve	
Describe the **outcomes** from the Project / Programme *(100 words max)*	The scheme will provide alternative, sustainable access to this major existing and proposed employment and residential site, shifting mode share away from private car usage, mitigating unmanageable congestion impacts. The outcomes will be better quantified within the Transport Assessment to be submitted with the Boots Masterplan/Link Road Planning Application in August 2014.
E3. Impacts: how the Project / Programme will unlock sustainable economic growth	
Will the intervention **unlock new jobs**? Quantify no. of jobs and GVA if possible.	The Enterprise Zone could potentially deliver up to 10,000 new jobs. Its success will depend on good accessibility by all modes. If the site is, or perceived as, inaccessible, it will not attract new employment development. The scheme will help to achieve this and mitigate wider highway network impacts. The creation of new jobs will help deliver the LEP Medicine/Bioscience Priority Sector and Unleashing Growth Programme.
Will the intervention **unlock new housing**? Quantify no. of houses and wider benefits if possible.	The delivery of up to 1150 new homes on this site will be essential to the overall viability of the Enterprise Zone. Its success will depend on good accessibility by all modes. The scheme will help to achieve this and mitigate wider highway network impacts.
Identify **further economic effects**. Quantify GVA effects if appropriate.	The proposed intervention will improve connectivity between the Boots site and the other locations which make up the Enterprise Zone – Beeston Business Park, Highfields Science Park and the MediPark proposed on the QMC campus and will also improve connections to Nottingham University. Improved connectivity between the sites will produce significant agglomeration benefits.

E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability		
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative? Please explain.	The scheme will benefit people without access to a car and in low income groups placed within some of the most deprived wards nationally. Dunkirk and Lenton are within the bottom 30% of deprivation rankings nationally. However this figure likely to be lower as is skewed by the high proportion of students in residence.	
Will the intervention result in an increase or decrease in **carbon emissions**? Please explain	Increased uptake of sustainable modes such as walking, cycling and public transport will lead to carbon reductions when compared with a car-based access strategy.	
How will the intervention impact on the **natural and built environment**? Please explain	The project will contribute to the successful transformation of a brownfield site at a strategic location in the west of the city. Improved access will form part of a package to transform the quality of place in this area, which is a strategic gateway to the city.	
E5. Value for Money Assessment		
Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	The key monetised benefit will be reduced congestion on the highway network, in particular the strategic road network. Based on similar work associated with the NCCAP and LSTF business cases, it would be anticipated that a BCR of between 3 and 4 will be generated.	
Financial Case: demonstrate adequate consideration of costs and funding strategy		
F1. Total Project Cost		
What is the **total cost** of the project? Explain the approach to costing.	£10 million	Cost estimate based upon previous schemes of a similar nature. The package as been estimated as costing £10m to deliver. Further site assessments will determine the firm out-turn costs of delivery.
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£8 million	It may be possible to secure local developer contributions through the planning process to support necessary infrastructure works.
How much **match funding** will be provided? Indicate sources.	£2 million	Match funding will be sought through LTP or local contributions secured through the planning process to support infrastructure works.
Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021		
D1. Partnerships for Delivery		
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	Boots have recognised the need to provide sustainable access to, and through, the site. Network Rail and the Canals and Rivers Trust will be key partners in delivering the package and will be engaged at an appropriate time.	
Demonstrate **private sector commitment** to the Project/Programme	Boots are proactively working on submitting a planning application for a new link road through the site in the context of a masterplanning exercise. The scheme will support this application.	
D2. Effective Governance		
Explain proposed **governance structure**, including reference to partners if appropriate	The governance arrangement model used for other successfully delivered major highway schemes including Turning Point and the Ring Road Major schemes will be adopted. An independent Project Board will be created. Members will be officially and formally assigned to the Project Board as directed by the Project Executive. The Project Executive is the Senior Responsible Owner (Sue Flack – Director of Planning and Transport) and will	

	have overall responsibility for ensuring the project meets its objectives and delivers the projected. The primary responsibilities of the Project Board will be overall direction, management and assurances including Quality, Business, User and Supplier.
Demonstrate that **adequate resource** will be committed by the promoter to develop the scheme	The Enterprise Zone is subject to further site assessments and detailed master planning is required. A transport appraisal will be conducted as part of the Planning Application. Initial modelling undertaken both for the Core Strategy and Transport Assessment has demonstrated a need to mitigate car trip impacts. Delivery of the package will be linked to Enterprise Zone rollout. City Council corporate processes are already in place linked to Local Transport Plan programme and the Southern Growth Corridor Major Scheme to support delivery. This established framework will support in-house business case preparation, consultation, statutory processes, procurement of works and construction phases of delivery.
D3. Capacity and Risk Management	
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	Scheme is at a concept stage with inherent uncertainties relating to detail design issues which may arise The key risk would be failure to secure agreements with Network Rail and the Canals and Rivers Trust which will be required to deliver the bridges.
Briefly explain the most significant **construction / technical** risks and mitigation	Scheme is at a concept stage with inherent uncertainties relating to detail design issues which may arise. This relates particularly to the new bridges over the railway and canal for which consents will be required. Early engagement with the Canals and |Rivers Trust and Network Rail will reduce the risk probability.
Briefly explain the most significant **financial** risks and mitigation	Scheme is at a concept stage with inherent uncertainties relating to detail design issues which may arise. A key financial risk will be the failure to secure the contribution from the LEP as there is significant pressure on EZ funding
Briefly explain the most significant **commercial** risks and mitigation	None anticipated
D4. Procurement and Programme	
Demonstrate consideration of **procurement mechanisms** (technical support + contractors	All design and contract preparation will be carried out in-house. Procurement of works will be via the Nottingham/Derby Framework Contract.
Demonstrate evidence of an achievable **programme** for delivery	Business Case Preparation 2014/15 Engagement with Rivers and Canals Trust and NR 2015 Detailed Design and Consultation 2015 Procurement Q4 2015/16 Sign-off for bridge design 2016 Construction 2016/17- 2017/18
D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	Progress and performance will be monitored by the Project Team and reported to the Project Board.
Explain how progress will be reported to the **general public and business community**	A dedicated web-site will be created to provide information to the public supported with leaflets and other media as appropriate.

Name of Programme	**Nottingham Creative Quarter – BioScience expansion**
Location	Nottingham City Centre, Creative Quarter
Description of Project / Programme	The Bio-science expansion project will deliver a contemporary building of 50,000 square feet net internal floor space. The building will provide move-on space for BioCity companies, allowing such companies to expand as well as freeing incubator space in the existing BioCity facility. The building will be funded and owned by Nottingham City Council who will finance the associated debt of delivering the project through rental income and the uplift in business rates. Under this financial model there is still a requirement for grant to make the scheme financially viable.
Strategic Case: demonstrate that there is a clear rationale for intervention.	
S1. Problems, Barriers to Growth and Rationale for Intervention	
Confirm **problem(s)** to be addressed (max 100 words)	BioCity has been successful since 2001 at incubating bio-science companies. It is now at full capacity and some of the larger companies it has nurtured do not have space to move into (there is no such space available in the city). The large sunk costs and requirement for short-term leases mean that a move-on facility will not be delivered by the private sector.
Explain how the problem(s) will **constrain economic growth** in the area (max 200 words)	BioCity is an extremely successful incubator facility. It has now reached full capacity having seen space occupied at a rate of 10,000 sqft per annum for the past decade. Without additional space the demand for further incubator facilities from start-up firms will be unmet. The firms currently in BioCity will not be able to expand, and could either stop growing or leave the city. Last year firms in BioCity created an additional 150 jobs. This rate of growth will not be repeated past the next year as the facility reaches full capacity.
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	• To create 50,000 sqft of BioScience incubator and move on space • Accommodate 200 direct jobs • Create 700+ net additional jobs over a 30 year period.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	In the full business case an options appraisal was undertaken and it demonstrates: • The only suitable site is on Plough Lane. This is the only site in a suitable location that can be delivered in the required timescale. • The only suitable type of facility would be managed workspace. This is because young science firms need to 'concentrate on the science'. There are economies of scale in managing and maintaining specialist laboratory space. • Financial appraisals prove that the only way to deliver the facility with a realistic level of grant is for NCC to either build the facility themselves or to provide a rental guarantee to a private sector partner for the facility's income. The following options were short listed. 1. Do nothing; 2. Do minimum – a 30,000 sqft facility paid for by NCC and grant; 3. 50,000 sqft facility paid for by NCC and grant; 4. 80,000 sqft facility paid for by NCC and external grant; and 5. 50,000 sqft facility paid for by the private sector partner and grant, with NCC also providing a rental guarantee. **Economic Appraisal of short list options** An economic appraisal, in accordance with Treasury Green Book principles,

	was completed on the short-listed options. The results of this analysis led to the following conclusions being reached: • Option 2 is discounted as it provides the least benefits and as it may only allow one occupier. • Option 3 is the preferred option. The demand risks for the space are more manageable than under Option 4. The financial returns for NCC and the risk profile are preferred relative to Option 5. The benefits of the project outweigh the financial costs. • Option 4 is viewed as being too risky, with larger demand risk exposure than would be deemed acceptable. • Option 5 is discounted due to the poor financial returns / losses for NCC without significantly reducing the risks NCC would face. NCC would take on all demand risk yet have no residual value or rental uplift etc.
Demonstrate that the **optimal solution** has been identified	See above. A full review of the economic appraisal of the short-listed options can be provided upon request.
S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution	The project forms part of the Nottingham City Council Regeneration Programme. At the initial stages of feasibility BioCity played a large part in highlighting the demand and the type of facility required. Potential end users (current BioCity tenants) are in dialogue with the Council and will be invited to inform the design of the facility. The project has received funding for the design phase from the LEP through the Growing Places Fund.
Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	
Describe the **outputs** from the Project / Programme (100 words max)	• The delivery of 50,000 sqft of bio-science work-space; • The renewal of 0.5 acres brownfield land; and • The creation of 200 direct jobs in the new facility.
E2. Outcomes: what the Project / Programme will achieve	
Describe the **outcomes** from the Project / Programme (100 words max)	Through the increased capacity of the bioscience incubation facilities the outputs will look to create over 700 net additional jobs through incubating new companies and spinning them out into the local economy over 30 years. In terms of non-quantifiable benefits, these are: • Further enhancing Nottingham's reputation as a centre of excellence in bio-sciences; • Guarding against the loss of Sygnature to Nottingham's economy. This would create extremely negative perceptions of Nottingham as a centre for bio-sciences; and • The urban renewal of a site in the Creative Quarter. This will act as a symbol that the wider area is ready for development.
E3. Impacts: how the Project / Programme will unlock sustainable economic growth	
Will the intervention **unlock new jobs**? Quantify no. of jobs and GVA if possible.	Under this option the building would accommodate 200 jobs, this is based on 1 job per 250 sqft which is in line with the employment density in the existing BioCity facility and in line with industry benchmarks i.e. Arup Employment Density Guidance. It is important to remember that this facility will form part of an incubator model which will continue to nurture and spin out jobs over the lifetime of the building(s). We therefore consider that, to understand the economic impact of the investment, the jobs created beyond the first occupation of the building need to be considered. We have attempted to estimate these jobs created over a 30 year period. We have assumed the larger company (Sygnature) occupying 30,000 sqft of space would leave after 10 years. Thus in years 10 and 20 another 120 jobs

	would be created. For the remainder of the space we have assumed companies would spin out at an average of every 5 years (we have assumed that, although 20% will be unsuccessful, this is balanced by the growth of the spin-out companies once they have left the incubator facilities). These assumptions result in an estimated 904 gross direct jobs being created in the facility over 30 years. We have applied the following assumption to turn these gross jobs into net additional jobs: • A leakage of 30%, this is at a low level as we expect the vast majority of employees to be within the D2N2 area and the companies to spin-out within the greater Nottingham area. • A 10% displacement rate. This again is low as we do not believe there to be another facility of this type available in the D2N2 area. There could be a small minority of firms who could access accommodation in the private sector without the new facility. We believe this would be rare. • A composite supply and income multiplier of 1.25. • Deadweight of 20 jobs. This reflects the capacity spare in the existing BioCity which Sygnature could grow into without expanding its space. We have assumed that all 200 jobs associated with the first occupancy are additional jobs even if they are moving out of the existing BioCity facility. This is due to the vacated space in BioCity being filled with newly generated companies. Assuming £35,900 GVA per job created (this was the average GVA per employee in Nottingham in 2011), this equates to £7.18m GVA for the 200 direct jobs associated with the first occupancy of the building and £25.45m for the net additional jobs incubated over a 30 year period.
Will the intervention **unlock new housing**? Quantify no. of houses and wider benefits if possible.	N/A
Identify **further economic effects**. Quantify GVA effects if appropriate.	The aim is that the intangible benefits will heighten the attractiveness of Nottingham to bioscience companies and increase inward investment into the city. This would also boost the attractiveness of the city to talent in this industry both through academic research and employment opportunities. The agglomeration impact we expect to be significant. The development itself will also act as a catalyst for development of the creative quarter in industries beyond biosciences.
E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability	
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative?	No. However, through the Creative Quarter, City Deal, employer hub and apprenticeship hub there is the infrastructure in place to ensure that some of the young people in the deprived neighbourhoods close to BioCity (St Ann's and Sneinton) would have an opportunity to access employment opportunities during construction and within the firms who occupy the facility. We anticipate employment opportunities to attract recent graduates from the city's two Universities which will help to boost graduate retention rates which is an objective of the City Council and the universities themselves.
Will the intervention result in an increase or decrease in **carbon emissions**?	The project will result in a modest increase. Although it should be noted that the facility will plan to access heating and power through the District Heating System and will be a BREEAM Excellent building to ensure the environmental impact of the facility is minimised. NCC is also exploring the feasibility of on-site power generation which will further enhance the sustainability credentials of the project.
How will the intervention impact on the **natural and built environment**?	The aspiration is to turn a prominent unattractive brownfield site into a well designed state-of-the-art facility to raise the quality of the built environment.

E5. Value for Money Assessment		
Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	The total cost of the project is £25.5m. The NCC contribution is broadly repaid over the 30 year period through business rates and rental payments. Obviously NCC is taking significant demand risk which is not valued in this break even position. The value for money measurements we have therefore interpreted as useful for the D2N2 LEP is the jobs created for the £6.5m of SGF requested, ignoring the NCC contribution. SGF £ spent per direct job will be £32,500, SGF £ spent per net additional job will be £9,168 If the value of the jobs are monetised using £30,000 per job (this is a proxy for the public sector's willingness to pay for job creation, using the upper level of English Partnerships job creation figures, we have used a figure towards the upper level due to the jobs being within a high-value added sector) the Net Present Value of the jobs created over a 30 year period is £13.2m (using a discount rate of 3.5%). The value of jobs created at £13.2m creates a cost benefit ratio for the SGF investment of 1:2.	
Financial Case: demonstrate adequate consideration of costs and funding strategy		
F1. Total Project Cost		
What is the **total cost** of the project? Explain the approach to costing.	£25.5 million	The total costs for delivering the building are estimated at £25.58m. A high-level breakdown of this is: £2.99m land assembly costs (inclusive of stamp duty and legal fees); £20.39m construction costs; and £2.20m in fees and other development costs. A capital development appraisal can be supplied on request. The construction costs are based on industry benchmarks. More accurate construction costs will be determined during the next phase of the project when the concept design will be completed.
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£6.5 million	This is the amount of money which allows NCC to service the debt outstanding, and needed, to finance the remaining development costs.
How much **match funding** will be provided? Indicate sources.	£19.08 million	This will be provided by NCC
Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021		
D1. Partnerships for Delivery		
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	The project forms part of the Nottingham City Council Regeneration Programme. At the initial stages of feasibility BioCity played a large part in highlighting the demand and the type of facility required. Potential end users (current BioCity tenants) are in dialogue with the Council and will be invited to inform the design of the facility. The project has received funding for the design phase from the LEP through the Growing Places Fund.	
Demonstrate **private sector commitment** to the Project/Programme	The project will be for private sector companies. It has endorsement through the LEP with BioCity expansion explicitly mentioned as an aspiration. NCC is working with one of the larger occupiers in BioCity to design the facility in accordance with their aspiration to secure a significant first anchor tenant. The main private sector beneficiaries will be companies that do not yet exist.	
D2. Effective Governance		
Explain proposed **governance structure**, including reference to partners if appropriate	An overview of how this project will be governed by NCC is as follows: • A project manager will be assigned from the Regeneration Team. The project manager will be responsible for the day to day management of the project and will liaise with other departments in the Council such as	

	legal, property and finance. The Project Manager will be responsible for commissioning external advice and running the procurement competitions to select the operator and contractor in conjunction with the procurement team. • The Project Manager will report fortnightly to a project steering group. It is suggested that this steering would include the Project Director and the Creative Quarter Programme Manager. Once the project progresses beyond the concept design stage the steering group will be expanded to include representation from Legal and Finance. • The Project Steering group members will provide updates as required to the Project Board who will include directors of the Council, the Leader of the Council and relevant portfolio holders. At key approval points (as outlined in the Programme) the Steering Group will ensure the project board receive briefings to recommend what approvals should be sought. • The project board will review the project at key decision points to provide recommendations to the Executive Leadership Group or Portfolio Holder. • The Project Manager will ensure Executive Leadership and the Portfolio Holder decisions are made in a timely manner as required by the project programme. • The Project Manager will be the day-to-day link with all key external stakeholders in the project. This includes BioCity and Sygnature. • Other internal resources will be used as appropriate. Departments expected to have a key role in the delivery of this project include: ○ Regeneration ○ Procurement ○ Property ○ Legal ○ Finance ○ Economic Development ○ Planning
Demonstrate that **adequate resource** will be committed by the promoter to develop the scheme	The Council has assigned the appropriate level of resources for this project. The Council has experience of delivering projects of this scale and has the resources in place to see through the delivery. The Council will draw on the resources of its major programmes team who have experience of delivering major construction projects across the city (i.e. tram lines, Nottingham Contemporary Art Gallery, Ice Arena).
D3. Capacity and Risk Management	
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	As the project proceeds a number of risks would be terminated. Below we outline the key risks in the project. A full risk register can be supplied upon request. **Construction costs exceed estimates** –There is a huge divergence of costs for laboratory space with each space being bespoke. Industry benchmarks have been used to establish the costs in this appraisal. There is the risk that, after the concept design stage, estimated construction costs exceed those that are currently in the financial appraisal (costs could also reduce). If there is excess in costs then altering the specification may be required. **No external funding can be secured –** it could be that, once the LEP's growth plan is established, the BioCity expansion project is not a priority and the project may not proceed from this point. This would see significant investment in feasibility work by NCC seeing no return. **Professional fees are more than anticipated** – it may be that professional fees are underestimated. However fixed fees would be agreed before commencing the design work. The level of fees has been agreed in principle with the design team. **Timescales for external funding slip** – Should the timescales slip for SGF,

	the anchor tenant may not be able to sign-up to the pre-let. This would increase the risks once the project was operational. Early and continual dialogue with both the funding bodies and Sygnature will be required. **Tender price exceeds that estimated** – At the technical design stage a final construction cost will be established. These could be greater than estimated. Through value engineering this may be mitigated. However this would still remain a risk until the point of signing a contract with the end contractor. **Costs exceed expectations during construction** – we would endeavour to transfer this risk to the contractor. However should the operator require changes for unforeseen reasons, or there are unanticipated abnormals there maybe some residual risk left with the Council. We are seeking to procure the operator prior to the technical design stage to lessen the possibility of operator alterations required during the construction phase. **Operator default on the agreed rent** - The two biggest risks facing this project is for NCC to invest in the building and then for the operator to not pay the agreed level of rent. This could be because the operator ceases to exist, there is not demand from tenants or market rent levels are lower than anticipated. Through a robust procurement process, in which the strength and business models of appropriate operators are assessed, could lessen the likelihood of this. Demand evidence suggests a lack of market demand is unlikely to be a cause of this, at the very least in the short-medium term. **Business rates** – the only other major income stream are business rates. Should the business rates regime offer further discounts on the rates modelled, for example if the Valuation Office Agency applies a rating below what we have already modelled, then the project returns could be overestimated. The risk could be lessened by ensuring clauses in the lease that prevent tenants from appealing against VOA ratings (this is an approach other LAs are using with regards TIF financing).
Briefly explain the most significant **construction / technical** risks and proposed mitigation	**Construction costs exceed estimates** – There is a huge divergence of costs for laboratory space with each space being bespoke. Industry benchmarks have been used to establish the costs in this appraisal. There is the risk that, after the concept design stage, the estimated construction costs exceed those that are currently in the financial appraisal (costs could also reduce).
Briefly explain the most significant **financial** risks and proposed mitigation	**Operator default on the agreed rent** - The two biggest risks facing this project is for NCC to invest in the building and then for the operator to not pay the agreed level of rent. This could be because the operator ceases to exist, there is not demand from tenants or market rent levels are lower than anticipated. These scenarios are tested in the Sensitivity and Scenario section of the main report. This risk will be a financial one and will be borne by NCC. Through a robust procurement process and contract management we would expect to lessen the risk. Demand evidence suggests it is unlikely that a lack of demand for the facility would result in an operator default on rent payments. **Business rates** – the only other major income stream are business rates. Should the business rates regime offer further discounts on the rates modelled, for example if the Valuation Office Agency applies a rating below what we have already modelled, then the project returns could be overestimated. The risk could be lessened by ensuring clauses in the lease that prevent tenants from appealing against VOA ratings (this is an approach other LAs are using for TIF financing). This risk will be borne by NCC.
Briefly explain the most significant **commercial** risks and proposed mitigation	See above.

D4. Procurement and Programme	
Demonstrate consideration of possible **procurement mechanisms** (technical support + contractors	In order to deliver this project there are three main strands of work: the design of the building; the construction of the building; and the management of the building. The preferred route for procurement is to use the National Scape Design Service Framework for the design stages, to competitively tender (via OJEU) the construction contractor, and competitively tender (via OJEU) the management of the building. The project programme allows for these procurement processes. NCC is experienced at public sector procurement and has a specialist team to do this.
Demonstrate evidence of an achievable **programme** for delivery	The programme for delivery has the following key milestones: a full project programme can be supplied upon request. **March 2014** –NCC approval to fund concept design stage **STAGE 1 – CONCEPT DESIGN** March 2014 – Agreement on assignment of option for land April 2014 – Appointment of professional team June / July 2014 – Concept design and cost plan produced June / July 2014 – Project Board Approval to proceed to planning submission Autumn 2014 – Procurement of operator complete **STAGE 2 – PLANNING SUBMISSION** October 2014 – Planning application submitted **STAGE 3 – TECHNICAL DESIGN** February 2015 – Technical design completed May 2015 – Construction contractor contracted **STAGE 4 – CONSTRUCTION** July 2015 – Start on site December 2016 – Project completed and the new facility opens.
D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	Through the processes described in Section D2 the delivery of the project will be effectively managed and monitored. The Council will adopt a standard Prince II project management methodology to manage the delivery of the construction phase of the project. During the operational phase the operator of the new facility and BioCity will provide annual returns highlighting: • new companies created; • employment on site; and • employment in any spin-out companies no longer on-site.
Explain how progress will be reported to the **general public and business community**	NCC will ensure that press releases are released at crucial points of the project. This will highlight the use of SGF money. When the development is complete the project will have a significant launch event and NCC will seek to ensure national and international exposure for the development.

Name of Programme	**Sustainable transport measures to help maintain the town centres and enable growth**
Location	• Beeston and surrounding areas (link routes between residential areas, employment sites and community facilities) – particularly within the town centre; and along the A6005, A6464, B6464,and B6006 corridors • Stapleford (link routes between residential areas, employment sites and community facilities) – particularly within the town centre; and along the A6002, A6007, B5010, B6002, B6003, and B6004 corridors • Bingham (link routes between residential areas, employment sites and community facilities) - particularly within the town centre; along Chapel Lane; and between Newton and the town centre • Eastwood/Kimberley (link routes between residential areas, employment sites and community facilities) – particularly within the town centres; and along the A608, B6010, B600, and Nottingham Road corridors • Gamston/West Bridgford (link routes between residential areas, employment sites and community facilities) – particularly linking development to the town/city centres along A52(T), A60, A6011, A6520, A606, and B679 corridors • Gedling (link routes between residential areas, employment sites and community facilities) - particularly within the town centres; and along the A60, A6211, and B684 corridors
Description of Scheme / Programme	The programme will improve permeability of, and access to and between, the town and local centre(s), planned and existing employment and residential areas and their local service areas through: • Congestion and traffic management to reduce journey time delay • Capacity improvements to reduce journey time delay • Active travel improvements (including infrastructure and travel planning) to/from retail and service centres, residential and employment areas and on key routes into and around the town, including those with high levels of journey time delay • Passenger transport improvements to make it more attractive to users, including linking housing/employment growth to the town centres and further afield, bus priority at delay hotspots on inter-town/city routes, and a contribution to an eastern park and ride site • Environmental improvements, car parking management etc. to make the town centres more attractive, improve vitality and viability as economic centres and help attract inward investment.
Strategic Case: demonstrate that there is a clear rationale for intervention.	
S1. Problems, Barriers to Growth and Rationale for Intervention	
Confirm **problem(s)** to be addressed	• Network reliability and business competitiveness due to journey time delay at pinch points which will be worsened by traffic resulting from future development; • High levels of planned housing (13,900 homes); • Delayed employment and housing development impacting on job creation (up to 8,000 jobs); • Poor walking/cycling and passenger transport access to jobs and services; • Town centre offer and vitality impact on job creation; and • Local centre vitality pressures due to restricted access, poor offer and pressure from nearby edge of town and city centre retail.
Explain how the problem(s) will **constrain economic growth** in the area	Delivery of employment land and housing (and associated job creation) is constrained due to lack of accessibility to sites. Insufficient access to the site and permeability to wider town restricts market growth of the town centres. Without improvements to sustainable transport infrastructure

	development will not be accessible and sustainable. This will affect market demand and potential for growth, especially in service areas for growing population. • Inhibited business competitiveness and lost productivity due to increased journey time delays and associated barriers to inward investment (previously estimated at £152m in Nottingham HMA) – journey time delay at pinch points will be further worsened by traffic resulting from development; • Economic viability of housing/employment development sites; • Reduced vitality/viability of town centres as local economic and service centres; town centre vitality impacts on job creation; • Delayed housing and employment development sites impacting on job creation (8,000 jobs); • Pockets of higher than average unemployment; • Inability to recruit local workforce and associated business impacts due to lower than average skills levels in some areas; • Lost productivity due to unhealthy workforce/working age population (over 23% obese in Broxtowe/Gedling); • Pockets of high deprivation (e.g. Daybrook in 10% most deprived districts in England); • High levels of planned housing development constrained due to lack of accessibility to sites; and • High car use on short journeys to work.
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	• Assist in enabling sustainable access to existing and planned employment sites (8,000 new jobs, 170.6ha employment land) by mitigating their impacts within the growth corridors and within and around the town centres through sustainable transport improvements, thereby helping to reduce unemployment levels; • Assist in enabling sustainable access between existing and planned housing (c. 14,000 new homes) and employment, town centres and other key services. Assist in addressing pinch points on the network by providing capacity improvements, sustainable transport infrastructure and encouragement through travel planning to accelerate delivery of housing; • Support regeneration in targeted areas through enhancing the role of the town/local centres by improving sustainable access to them; mitigating the negative impacts of planned development; and by improving vitality and viability as economic centres, thereby attracting inward investment and job creation within the towns.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	The whole of the network has been investigated and the selected locations for improvements have been identified through evidence collected including transport trends, transport assessments and associated modelling. New road schemes are not feasible. Whilst capacity improvements will be made on the network, even with these many locations are likely to operate at over capacity in the longer-term, especially once new development occurs and therefore the sustainable transport improvements will still be required. Options considered have included: • 'Do nothing' which was discounted due to the economic impacts of stifled development and town centre decline; • Build additional roads, which was discounted due to the feasibility of schemes (they are not affordable, deliverable or would have public/political support); • Junction / road capacity improvements only. This was discounted as

	unsustainable in the longer-term. Sole reliance on the car mode for development has been shown to be unsustainable as historic road networks and townscapes cannot accommodate it. It also has a negative impact on health and social accessibility.
Demonstrate that the **optimal solution** has been identified	The sustainable transport integrated transport improvements alongside the other interventions (e.g. junction/capacity improvements) form a package that will deliver the necessary transport infrastructure improvements to enable the development to take place, make the transport network more resilient by making journey times more reliable, and improve the vitality of the local centres. The measures have been identified through the Local Transport Plan evidence base as well as the transport assessments of the developing Local Plan. The local centres in Arnold, Carlton Hill, Eastwood, Netherfield and Stapleford have been identified in the Aligned Core Strategy as being "in need of enhancement or to be underperforming". The Core Strategy also notes that "a similar approach will be followed for other centres which are in need of enhancement". The urban growth package uses a range of interventions to increase capacity on the transport network for both private and public modes, car and non-car. The package reduces barriers to travel and encourages permeability between retail service areas, employment sites and residential areas. These different elements, working together, are able to produce results not obtainable by any of the elements alone. The package of interrelated components work together to deliver the common objective of promoting growth.
S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution.	The scheme is promoted and supported by the local highway authority, Nottinghamshire County Council. Integrated transport measures are also a key component in the Aligned Core Strategy and Rushcliffe Local Plan in the delivery of new jobs and housing. The schemes have been identified through the Local Transport Plan evidence base and traffic modelling undertaken as part of the development of the Local Plan. The scheme therefore has the support of the planning and transport authorities. Sustainable access to the town centres is also supported by the local business community.
Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	
Describe the **outputs** from the Project / Programme	• Unlocking of 170ha employment land at key sites across the conurbation • Personal, school and workplace travel planning • Improvements to town centres (minimum 6 town centres) • New and/or improved cycle infrastructure (length tbc but minimum 5km) • Improvements to footways and street lighting • Pedestrian improvements (tbc but minimum 10 pedestrian crossings) • Infrastructure improvements at passenger transport stops and hubs throughout the towns (number tbc) • Congestion, speed and traffic management (including junction upgrades, signalisation, CCTV etc.) at key locations • Eastern park and ride site • Other infrastructure improvements will be determined via the travel planning process in order to ensure that they are tailored to the needs of the area.

E2. Outcomes: what the Project / Programme will achieve	

Describe the **outcomes** from the Project / Programme	• 14% reduction in single occupancy car use for work (Based on evidence from personalised travel planning undertaken in Mansfield during 2013/14)
	  ○ 6% increase in car sharing mode share
	  ○ 2% increase in walking mode share
	  ○ 3% increase in cycling mode share
	  ○ 3% increase in passenger transport mode share
	• 170ha employment land unlocked and 8,000 new jobs created (excluding jobs in the town centres)
	• c.1,000 jobs created as a result of the new housing (excluding construction)
	• c100 new jobs created through cycling and walking investment
	• 13,900 new homes unlocked
	• 40% increase in trading and footfall (Based on DfT figures: Gearing up for efficient highway and delivery funding, January 2014)

E3. Impacts: how the Project / Programme will unlock sustainable economic growth	
Will the intervention **unlock new jobs**? Quantify no. of jobs and GVA if possible.	• Enable 9,000 new jobs through the provision of infrastructure measures • 100 additional jobs associated with cycling and walking investment (Each £1m spent will create 11 new jobs based on Sustrans' *The Benefits of Cycling and Walking,* 2012) • Further jobs will be created in the town centres due to the expected increase in trading and footfall as a result of the accessibility improvements
Will the intervention **unlock new housing**? Quantify no. of houses and wider benefits if possible.	The programme will enable the construction of 13,900 new houses through the provision of infrastructure and mitigation measures The new housing is proposed to be located at: Gamston: 2,500 West Bridgford: 1,500 Bingham/RAF Newton: 1,550 Cotgrave: 470 Eastwood/Kimberley: 2,550 Beeston: 550 Boots Enterprise Zone: 600 Stapleford: 450 Hucknall: 1,600 Bestwood Village: 500 Calverton: 1,300 Ravenshead: 330 Some of these sites are already subject to planning applications.
Identify **further economic effects**. Quantify GVA effects if appropriate.	• Improved business efficiency through journey time savings through reductions in single occupancy car use and congestion; • Improved productivity through healthier workforce from increased physical activity and reductions in health related costs due to improved air quality; • The market growth of the town centres will lead to competition within sectors driving business efficiencies, improved standards and lower prices to consumers. Increased population will enable more extensive or numerous community resources to be supported, such as health support groups, adult education classes and childcare support groups.

E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability	
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative? Please explain.	The improvements to the town centre and highway networks will be freely available to all members of the public. All road users will benefit from the reductions in delay delivered by the programme and the resultant reductions in traffic volumes. Those suffering from health issues will also benefit from the potentially improved air quality as a result of the reduced congestion. Certain areas struggle with high levels of obesity (over 23% of adults are obese in Broxtowe/Gedling), high levels of limiting long-term illness, and lower life expectancy levels than the national averages for both men and women. These people will benefit from the improvements to active travel facilities and the potentially improved air quality as a result of the reduced congestion. More vulnerable road users (and those with mobility problems) will also benefit from pedestrian improvements delivered as part of the sustainable infrastructure improvements. High deprivation (some areas are in the 10% most deprived districts in England) and lack of access to a vehicle limits labour market mobility. The improvements to sustainable travel options will enable the unemployed in this sector of society to increase their job search horizons, training opportunities and potentially reduce social exclusion. The proposal will also provide advantages to all residents of working age because they will be able to take advantage of new job opportunities and housing. The project will particularly benefit areas of high deprivation and unemployment through the creation of new job opportunities. The inclusion of 30% affordable housing within new housing development will provide greater opportunities for disadvantaged and low income groups to acquire a home.
Will the intervention result in an increase or decrease in **carbon emissions**? Please explain	Sustrans research states that each car user makes 464 short journeys covering a distance of over 1,200 miles a year. The programme encourages walking, cycling and public transport use within the area and will significantly limit the increase in carbon emissions caused by the increase in the number of households in the area.
How will the intervention impact on the **natural and built environment**? Please explain	The proposals will contribute to reducing noise (due to freer flowing traffic and less accelerating/decelerating) and air quality problems (associated with queuing traffic). Improvements to the highway network will also contribute in small part to improving the quality of the townscape. It will also enable residential development which will include new public open space and recreational facilities (such as play areas), which will be available to everyone.
E5. Value for Money Assessment	
Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	At this time is it not possible to provide a traditional 'road user' BCR, however, Sustrans research states that active travel investment provides a significant and quick return on investment, with an average BCR of 3:1, much more than many road schemes. Sustrans also state that over 50% of the benefits of walking and cycling investment come from improved health and savings to our health budgets. It also showed that every £1 million invested in walking and cycling creates 11 jobs (Sustrans' The Benefits of Cycling and Walking 2012). DfT quotes that "investment in walking and the public realm can increase economic value and economic activity in local areas with well planned improvements in the public realm able to boost footfall and trading by up to 40%" (DfT paper Gearing up for efficient highway and delivery funding, January 2014). In terms of likely cost of securing jobs and housing the following information provides a useful guide:

	Total public cost / jobs equates to £14.5m / 9,000 = £1,611 per job Total public cost / houses equates to £14.5m / 13,900 =£1,043 per house	
Financial Case: demonstrate adequate consideration of costs and funding strategy		
F1. Total Project Cost		
What is the **total cost** of the project? Explain the approach to costing.	£20.5 million	Costs have been estimated based on 2013/14 prices. The schemes were estimated based on average costs for similar sustainable transport schemes delivered across the county. Costs are estimated at £3.4m per annum over the funding period.
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£14.5 million	Costs are estimated at £2.42m per annum over the funding period.
How much **match funding** will be provided? Indicate sources.	£6.0 million	Developer contribution for sustainable transport – £3m Nottinghamshire County Council – £3m (over the whole funding period) It is assumed that the cost of the required CIL/s106/s278 improvements will have a substantial negative effect on the economic viability of development and that these contributions need to be renegotiated. By delivering the projects required by the developers on their behalf (and additional schemes to enhance their benefit) this will significantly reduce the financial burden and help to enable an early start to development.
Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021 **D1. Partnerships for Delivery**		
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	• Local transport authority – funding partner and delivery partner • Local planning authority – to negotiate and secure developer contribution where available • Developers – to pay contributions	
Demonstrate **private sector commitment** to the Project/Programme	Developer contributions (CIL, s38, s106, s278) funding will be available for some of the improvements related specifically to housing and employment development.	
D2. Effective Governance		
Explain proposed **governance structure**, including reference to partners if appropriate	NCC will be responsible for the project's delivery. NCC has vast experience of delivering publically funded infrastructure schemes and a centralised procurement function overseeing compliance with public procurement requirements. The scheme has been approved by both Chief Officers and NCC Members, through the committee report process. Prince 2 project management methodology will be used for this project in line with the NCC policy. NCC has adopted PRINCE2 methodology for project management and a Project Board will be established to oversee the delivery of the project. The Project Board will include all relevant partners. Board members will review and advise on the delivery of the project through the established regular reporting mechanisms. The senior responsible officer will be an appropriate officer with sufficient experience and authority to ensure delivery of the programme (e.g. Highways Service Director). A Project Manager will be appointed for this project who will be responsible for overall satisfactory delivery of the project including: • conducting all consultation and managing the overall delivery of the project • briefing the design and construction of the work	

	• evaluating the delivery of work • financial reporting on the programme and manage the budget This individual will be supported by specialist staff from within the Department's Highways Management Group, plus specialists from elsewhere in Communities Department. All colleagues involved in the scheme have extensive experience of delivering similar schemes. The project will operate within the framework of NCC's financial regulations, which set out instructions and guidance for processing the Authority's business transactions. These cover budgetary control, procurement of goods and services, management, retention, security and disposal of records, payment for goods, services and works, risk management and insurance, protection of public funds, audit etc. The financial regulations are fully compliant with EU public procurement directives.
Demonstrate that **adequate resource** will be committed by the promoter to develop the scheme	The scheme has been approved by both chief officers and NCC members, through the committee report process. The scheme is based on similar projects delivered elsewhere within the county, over a number of years. Therefore, the timetable is realistic and based on past experience. Infrastructure improvements will be designed by NCC Design Services Group which has extensive experience of designing and contract managing the construction infrastructure projects of all sizes. The travel planning elements will be delivered by the Transport Planning & Programme Development team which has extensive experience of delivering all types of travel planning. Project management will be undertaken by NCC officers who have delivered numerous individual schemes and programmes. These officers will also have access to assistance from NCC's equality officers and health and safety teams. Any contractors retained will be required (and contracted) to comply with relevant policies. Should the scheme be allocated funding by the LEP the scheme will be developed as part of the annual programme of local transport improvements. If funding is secured the fees for the design work will be funded by the local authority during 2014/15 and 2015/16 as part of its annual design programme. NCC already has a preferred design/delivery partner organisation in place for delivery of projects where they cannot be delivered internally.
D3. Capacity and Risk Management	
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	The works will be undertaken within the existing highway: • Rising construction costs (and subsequent reduction in financial returns) • Project falling behind schedule which will be mitigated by effective project management
Briefly explain the most significant **construction / technical** risks and mitigation	To be determined during detailed design but likely including: • Project falling behind schedule. The project manager will monitor the delivery of the scheme against milestones and take early action to prevent falling behind; • Presence of utility equipment which may delay delivery or significantly increase the costs.
Briefly explain the most significant **financial** risks and mitigation	• Failure to secure funding. Failure to secure SEP or 3rd party funding would result in activity being abandoned, or possibly scaled down to affordable limits • Cost overruns which will be mitigated through QS analysis and financial monitoring which forms part of the project management • Project exceeding budgets due to rising construction costs which can be

	overcome through early delivery of the programme • Not achieving spend by agreed deadline. The scheme is based on similar projects delivered elsewhere within the county and therefore the agreed delivery timetable will be realistic and based on past experience. We are confident that activity associated with SEP spend will be achieved within agreed deadlines.
Briefly explain the most significant **commercial** risks and mitigation	None
D4. Procurement and Programme	
Demonstrate consideration of **procurement mechanisms** (technical support + contractors	The project will be managed and delivered by Nottinghamshire County Council (NCC), using internal services and NCC's tendered partnership delivery group 'Nottinghamshire Highway Partnership'. In line with the authority's Financial Regulations, we will not tender for those goods or services that our own internal services can deliver (e.g. highway design and project management). This follows an established methodology, which demonstrates value for money. The scheme development and design work will be carried out by NCC staff and partner consultant organisation. Highway construction work would be delivered by the Nottinghamshire Highways Partnership. NCC is part of a long-term partnering contract with Tarmac Ltd which significantly enhances the construction capability of the Nottinghamshire Highways Partnership. The Tarmac appointment was the result of a full procurement exercise, following EC directives, in which tenders were evaluated using both quality and price criteria. It is the practice within NCC to award all highway construction work up to £1m in value to the Nottinghamshire Highways Partnership. This has the advantage of achieving significant savings in tendering and contract supervision costs, maximises the advantages of partnership working and is fully in accord with the principles of Best Value and Rethinking Construction. Non-highway work would be delivered by NCC staff or partnered organisations as outlined above. NCC's central procurement team controls and oversees all procurement and so ensures that appropriate standards are met.
Demonstrate evidence of an achievable **programme** for delivery	Advance scheme development is undertaken up to two years before scheme implementation and will undertake consultation, land negotiations and determine any required statutory processes. Detailed design of individual elements will be carried out in the financial year prior to construction to ensure that it does not delay the scheduling of works. Construction briefs will be issued during fourth quarter in order to ensure that workload can be efficiently programmed in advance of the start of the financial year in which funding becomes available. This programme ensures that issues are identified early and addressed and that construction takes place when scheduled. PRINCE2 project management methodology will be used to manage the delivery of the project as a whole, including post-construction evaluation and monitoring.
D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	Prince 2 project management methodology will be used for this project in line with the County Council policy. The County Council has adopted PRINCE2 methodology for project management and a Project Board will be established to oversee the delivery of the project. The Project Board will include all relevant partners. Board members will review and advise on the delivery of the project through the established regular reporting mechanisms. The senior responsible officer will be an appropriate officer with sufficient experience and authority to ensure delivery of the programme

	(e.g. Highways Service Director). Nottinghamshire County Council's Economic Development Team will monitor increases in job opportunities in the area and the local planning authority will monitoring housing build-out rates.
Explain how progress will be reported to the **general public and business community**	The proposals for the future development of the town have been extensively consulted on by the District Council as part of their Core Strategy work. The County Council also meets with the Newark Business Club to establish issues impacting the business community. As the package develops further engagement with local businesses and the wider public will be undertaken. The proposals, including detailed plans and contact details will be available on the Nottinghamshire County Council website and proactively disseminated through social media and press engagement.

Name of Programme	**Rolls Royce Hucknall**
Location	A mixed-use development scheme at land adjacent to the Rolls-Royce Hucknall plant, off B6009 Watnall Road / A611 Hucknall
Description of Scheme / Programme	A strategic mixed-use employment and housing development with associated community, educational, health facilities and green space bringing transformational economic change to the Hucknall and wider Nottinghamshire area. The site is owned by Rolls-Royce and is home to its world-class combustion and casings operations and sheet metal plant, being Rolls-Royce's Centre of Competence. The business park elements will be developed to exploit the supply-chain linkages with Rolls-Royce and support quality job creation in an area recovering from economic decline. Rolls-Royce's development partner is Muse Developments; planning permission and the associated S106 was agreed on the 19th March 2014. This application will support the delivery of on / off site infrastructure, bringing forward the early delivery of the business park.
Strategic Case: demonstrate that there is a clear rationale for intervention.	
S1. Problems, Barriers to Growth and Rationale for Intervention	
Confirm **problem(s)** to be addressed	• Low economic productivity; high unemployment; poor skills levels in the local population • Latent demand is positive given the linkages with Rolls-Royce and Muse Developments has active interest in the site from its UK-wide contacts and parent company. A DTZ and Knight Frank commissioned review suggests there is a healthy demand for quality, serviced employment land which is generally in short supply elsewhere in the County • Resources are required to accelerate delivery given the significant up-front infrastructure and utilities costs. The Business Park element alone has the strong potential to create 2,000 jobs
Explain how the problem(s) will **constrain economic growth** in the area	Delivery of the employment space and housing (and the associated job creation) is constrained due to lack of accessibility and high utility costs. The overall scheme is of strategic importance to the Nottinghamshire economy and is located within an area amongst the top 10% of deprived communities in England. Market demand for both housing and employment looks extremely strong and the area has a growing population. Without support towards the site's infrastructure, development will not be accessible, which will affect market demand and potential for growth, especially in service areas for a growing population. This will constrain growth by: • Inability to fulfil the demand for new employment space thus impacting on the ability to achieve the new job creation target of 2,000 jobs • Perpetuated higher than average unemployment levels (claimant count higher than national/regional averages) • Inability to deliver high levels of planned housing at 900 homes
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	• The development of a 27 ha Business Park on the site, creating 2,000 high quality employment opportunities in manufacturing and supply-chain related industries; • The completion of 900 new homes to support growth in Ashfield and Greater Nottingham by helping address anticipated pinch points on the network by providing capacity improvements, sustainable transport infrastructure and encouragement through travel planning; • Reducing unemployment levels - there is higher than average unemployment rate compared to the regional and national averages; • Realise the economic transformation of the Hucknall and wider

	Nottinghamshire area through this key strategic project, linked to wider master planning activity for transport and town centre improvements.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	Options on the best locations for the site access, junctions and on-site infrastructure have been discussed and selected based on negotiations between Muse Developments and the County and District Councils as part of the planning process. The proposed infrastructure is the minimum requirement to accommodate the projected traffic flows to / from and within the site.
Demonstrate that the **optimal solution** has been identified	The terms and conditions of the Section 106 have been agreed and the modelling undertaken as part of the negotiations with Muse Developments. In addition to its Highways responsibilities, Nottinghamshire County Council is a partner in the project supporting the wider scheme's delivery.
S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution.	The Rolls-Royce scheme at Hucknall has been the subject of long term relationship between Rolls-Royce, Muse Developments and the two Councils. This submission builds on that strong relationship and will see the acceleration of this transformational project, building on existing support from the D2N2 LEP via its Growing Places Fund and Nottinghamshire County Council's support towards wider access requirements. The developer's viability assessment has been shared with partners and Rolls-Royce's return on the investment via enhanced land values is marginal in order to facilitate progress.
Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	
Describe the **outputs** from the Project / Programme	• 27 hectares: Employment land • 31 hectares: Strategic Housing • New roundabout / junction: Watnall Road • On site infrastructure works / servicing including providing electricity supply to employment areas
E2. Outcomes: what the Project / Programme will achieve	
Describe the **outcomes** from the Project / Programme	• B1: 5,000 sqm • B2: 47,500 sqm • B8: 47,500 sqm • 900 houses • 2,000 new jobs (100 B1, 1,200 B2, 700 B8) • A catalytic effect secured from co-location with Rolls-Royce
E3. Impacts: how the Project / Programme will unlock sustainable economic growth	
Will the intervention **unlock new jobs**? Quantify no. of jobs and GVA if possible.	The employment floor space is projected to provide 2,000 new job opportunities. These figures have been projected by Muse Developments factoring in the interest from potential occupiers and referencing the DTZ Frank Knight studies referenced in S1 above. They have also been cross-referenced with the HCA Employment Densities Guide, 2010. Further, demand for this quantum of employment land was identified in the production of the Ashfield District Council draft Local Plan. The draft Local Plan was informed by the 2009 Mansfield and Ashfield Districts Joint Strategy. Innes England identified a land requirement of 32.2 hectares for Hucknall up to 2026.
Will the intervention **unlock new housing**? Quantify no. of houses and wider benefits if possible.	900 new homes will be developed on the site. A new primary school and additional secondary school places will be provided alongside new community / local centre (i.e. retail) and health care facilities. The development will pay particular reference to local ecology and factor in green space requirements being located close to the green belt boundary.

	Hucknall is an expanding town with existing sustainable transport links via the tram and Robin Hood rail line. Plans have been agreed for additional town centre improvements.	
Identify **further economic effects**. Quantify GVA effects if appropriate.	An independent study completed for the development confirms that the estimated additional economic contribution as defined by GVA may be as much as £143M at 2008 figures.	
E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability		
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative? Please explain.	The proposal will provide advantages to all groups within the community. Residents of working age will be able to take advantage of new job opportunities and the range of housing to be provided. The project will particularly benefit areas of high deprivation and unemployment through the creation of new job opportunities and discussions are on-going with the developers to factor in local recruitment and training opportunities. The inclusion of affordable housing within the proposed development will provide greater opportunities for disadvantaged and low income groups to acquire a home. On-going consultation has been facilitated via the planning process and meetings arranged with the local community via the developers. The objections considered at the planning stage (19th March 2014) and suitable mitigation was effected.	
Will the intervention result in an increase or decrease in **carbon emissions**? Please explain	The schemes only aim to provide access to / on the development site and therefore in itself should not increase carbon emissions, although without any mitigation (such as sustainable transport and congestion management interventions) carbon emissions will increase as a result of the developments	
How will the intervention impact on the **natural and built environment**? Please explain	It will enable residential development which will include new public open space and recreational facilities (such as play areas), which will be available to everyone.	
E5. Value for Money Assessment		
Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	Total public cost / job equates to £5.8m / 2,000 = £2,905 per job Total public cost / house equates to £5.8m / 900 =£6,000 per home	
Financial Case: demonstrate adequate consideration of costs and funding strategy		
F1. Total Project Cost		
What is the **total cost** of the project? Explain the approach to costing.	£25.38 million	Muse Developments appointed specialists consultants.
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£5.81 million	Funding required to provide new access off of Watnall road in Hucknall and to provide electricity utility supply to the employment areas
How much **match funding** will be provided? Indicate sources.	£19.57 million	Rolls-Royce and Muse Partnership; Growing Places Fund (GPF) and NCC

Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021	
D1. Partnerships for Delivery	
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	• Local transport authority – delivery partner • Local planning authority – to negotiate and secure developer contribution. These sites have been identified as requiring improvements to enable development through the Local Plan development • Rolls-Royce • Muse Developments – delivery partner
Demonstrate **private sector commitment** to the Project/Programme	• The private sector commitment is strong via Rolls-Royce and its development partner • Developer contributions (s38, s106, s278) funding will be available for some of the improvements • The D2N2 LEP is supportive of the project via its Growing Places Fund deliberations and regular reports to its Board
D2. Effective Governance	
Explain proposed **governance structure**, including reference to partners if appropriate	The developer (Muse) is responsible for the delivery of all onsite works, with support from the County Council for off-site works and including ensuring that the designs meet the County Council's standards and are delivered by the necessary deadlines. The authority has vast experience of delivering publically funded infrastructure schemes and a centralised procurement function overseeing compliance with public procurement requirements. Prince 2 project management methodology will be used for this project in line with the County Council policy. The County Council has adopted PRINCE2 methodology for project management and a Project Board will be established to oversee the delivery of the project. The Project Board will include all relevant partners. Board members will review and advise on the delivery of the project through the established regular reporting mechanisms. The senior responsible officer will be an appropriate officer with sufficient experience and authority to ensure delivery of the programme (e.g. Highways Service Director). A Project Manager will be appointed for this project who will be responsible for overall satisfactory delivery of the project including: • conducting all consultation and managing delivery of the project; • financial reporting on the programme and managing the budget. This individual will be supported by specialist staff from within the Department's Highways Management Group, plus specialists from elsewhere in Communities Department. All colleagues involved in the scheme have extensive experience of delivering similar schemes. The project will operate within the framework of Nottinghamshire County Council's financial regulations, which set out instructions and guidance for processing the Authority's business transactions. These cover budgetary control, procurement of goods and services, management, retention, security and disposal of records, payment for goods, services and works, risk management and insurance, protection of public funds, audit etc. The financial regulations are fully compliant with EU public procurement directives.
Demonstrate that **adequate resource** will be committed by the promoter to develop the scheme	The scheme is based on similar projects delivered elsewhere within the County, over a number of years. Therefore, the programme is realistic and based on past experience. The scheme will be designed by NCC Design Services Group, in consultation with the developers, who have extensive experience of designing and contract managing the construction of large infrastructure

	projects including bus station, schools and libraries and smaller integrated transport schemes. Project management will be undertaken by Nottinghamshire County Council's Major Projects and Improvements Team, who have delivered numerous individual schemes and smaller programmes. These officers will also have access to assistance from NCC's equality officers and health and safety teams. Any contractors retained will be required (and contracted) to comply with relevant policies. The Major Projects Team sit within Highways and therefore there are close links to traffic signal design team, Traffic Regulation Order making teams and the Accident Investigation Unit. Should the scheme be allocated funding by the LEP the scheme will be developed as part of the 2015/16 annual programme of local transport improvements. If funding is secured the fees for the design work will be funded by the local authority during 2014/15 as part of its annual design programme. The County Council already has a preferred design/delivery partner Organisation in place for delivery of projects where they cannot be delivered internally.
D3. Capacity and Risk Management	
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	With planning permission now secured and the S106 heads of terms agreed, the biggest risk has been addressed. However, remaining risks include: • Maintaining the promising market demand for the employment site • Rising construction costs (and subsequent reduction in financial returns) which will also be mitigated by releasing funding for early delivery • Project falling behind schedule which will also be mitigated by effective project management
Briefly explain the most significant **construction / technical** risks and mitigation	To be determined during detailed design but likely including: • Project falling behind schedule. The project manager will monitor the delivery of the scheme against milestones and take early action to prevent falling behind; and • All other aspects were considered as part of the development of the planning application
Briefly explain the most significant **financial** risks and mitigation	• Failure to secure funding. Failure to secure SEP or 3rd party funding would result in activity being abandoned, or possibly scaled down to affordable limits; • Cost overruns which will be mitigated through QS analysis and financial monitoring which forms part of the project management; • Project exceeding budgets due to rising construction costs which can be overcome through early delivery of the programme; and • Not achieving spend by agreed deadline. The scheme is based on similar projects delivered elsewhere within the county and therefore the agreed delivery timetable will be realistic and based on past experience. We are confident that activity associated with SEP spend will be achieved within agreed deadlines.
Briefly explain the most significant **commercial** risks and mitigation	• Lack of demand for housing/employment space – mitigated by understanding of the market and its need (i.e. providing the types of unit required by businesses); active marketing of the new units by the developer; providing programmes to increase the market demand (e.g. ensuring it is accessible etc.); Government schemes to facilitate home ownership (e.g. 'help to buy' scheme); and affordable housing ratios • Developer going into liquidation – the development land (identified as such by the planning authority) would be sold onto another developer

	as part of realising the company's assets
D4. Procurement and Programme	
Demonstrate consideration of **procurement mechanisms** (technical support + contractors	The project will be managed and delivered in partnership by Muse Developments with Nottinghamshire County Council (NCC) facilitated via the 'Nottinghamshire Highway Partnership'. In line with the authority's Financial Regulations, we will not tender for those goods or services that our own internal services can deliver (e.g. highway design and project management). This follows an established methodology, which demonstrates value for money. The scheme development and design work will be carried out by NCC staff and partner consultant organisation. Highway construction work would be delivered by the Nottinghamshire Highways Partnership. The County Council is part of a long-term partnering contract with Tarmac Ltd which significantly enhances the construction capability of the Nottinghamshire Highways Partnership. The Tarmac appointment was the result of a full procurement exercise, following EC directives, in which tenders were evaluated using both quality and price criteria. It is the practice within the County Council to award all highway construction work up to £1m in value to the Nottinghamshire Highways Partnership. This has the advantage of achieving significant savings in tendering and contract supervision costs, maximises the advantages of partnership working and is fully in accord with the principles of Best Value and Rethinking Construction. Non-highway work would be delivered by NCC staff or partnered organisations as outlined above. The County Council's central procurement team controls and oversees all procurement and so ensures that appropriate standards are met.
Demonstrate evidence of an achievable **programme** for delivery	Advance scheme development is undertaken before scheme implementation and consultation, land negotiations and any required statutory processes will be facilitated. Detailed design of individual elements will be carried out in the financial year prior to construction to ensure that it does not delay the scheduling of works. Construction briefs will be issued during fourth quarter in order to ensure that workload can be efficiently programmed in advance of the start of the financial year in which funding becomes available. This programme ensures that issues are identified early and addressed and that construction takes place when scheduled. PRINCE2 project management methodology will be used to manage the delivery of the project as a whole, including post-construction evaluation and monitoring.
D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	Prince 2 project management methodology will be used for this project in line with the County Council policy. The County Council has adopted PRINCE2 methodology for project management and a Project Board will be established to oversee the delivery of the project. The Project Board will include all relevant partners. Board members will review and advise on the delivery of the project through the established regular reporting mechanisms. The senior responsible officer will be an appropriate officer with sufficient experience and authority to ensure delivery of the programme (e.g. Highways Service Director). Nottinghamshire County Council's Economic Development Team will monitor increases in job opportunities in the area and the local planning authority will monitoring housing build-out rates.
Explain how progress will be reported to the **general public and**	The proposals for the future development of the town centre and wider area have been extensively consulted on by the District Council as part of their Core Strategy work. The County Council will also meets with Hucknall Town Centre Team representatives as well as other business community

business community	groups, business enterprise groups and the chamber of commerce to establish issues impacting the business community. As the package develops further engagement with local businesses and the wider public will be undertaken. The proposals, including detailed plans and contact details will be available on the Nottinghamshire County Council website and proactively disseminated through social media and press engagement. Muse Developments and Rolls-Royce have maintained a strong local relationship with the public and the business community and this will continue throughout the development with the support of Ashfield DC and Nottinghamshire County Council

Name of Programme	**Unlocking employment sites along the A46 corridor, Greater Nottingham**
Location	Rushcliffe, Greater Nottingham
Description of Scheme / Programme	Local infrastructure requirements to bring forward development sites along the new dualled A46, focused at RAF Newton, Cotgrave and Bingham.
Strategic Case: demonstrate that there is a clear rationale for intervention.	
S1. Problems, Barriers to Growth and Rationale for Intervention	
Confirm **problem(s)** to be addressed	The A46 corridor package will maximise economic return from the Government's prior spend on the widening of the A46. At present the full potential benefits of this investment are not being realised, because key employment and housing sites on the A46 have stalled. There are three key strategic housing and employment sites located along the A46 corridor in Rushcliffe (Greater Nottingham) that are currently stalled due to the costs of local infrastructure requirements. These sites are at RAF Newton, Cotgrave and Land North of Bingham. RAF Newton – 550 houses, 6.45 hectares of employment land – STALLED Cotgrave – 470 houses (NOT STALLED), 4.6 hectares of employment land and town centre serviced site – STALLED Bingham – 1050 houses, 15.6 hectares of employment land – STALLED. These sites have developers in place, planning permissions in place and development appraisals have been undertaken. Interest in the sites from end users is demonstrable. The issue that has caused the sites to stall is the upfront infrastructure requirements and the costs of these. These infrastructure requirements include improvements to roads, flood mitigation and site servicing. Cotgrave town centre is the focus of a regeneration scheme linked to the colliery site redevelopment. The regeneration of the town centre is critical to unlocking the potential of the town and the Homes and Communities Agency is working with Rushcliffe Borough Council, Nottingham County Council and the Cotgrave Town Council as well as other partner agencies to ensure a vibrant district centre to support the growth of the town. For clarity, this bid is based on three sites along the A46 corridor: **RAF Newton** **Cotgrave (includes Colliery and Town Centre)** **Land North of Bingham**
Explain how the problem(s) will **constrain economic growth** in the area	The three development sites have infrastructure requirements to realise their full growth potential. Without investment in improved infrastructure at the sites, very limited or no development will take place. The one exception to this is Cotgrave where the **housing only** part of the site will commence in April 2014, the **town centre regeneration and employment land** will not commence. The sites have been identified through the Local Plan but, as with many new sites, their viability depends on servicing and infrastructure costs. These sites have been stalled for a number of years. The dualling of the A46 has provided significantly improved strategic connectivity and accessibility, but investment in improved local infrastructure is required to tackle the remaining barriers to delivery of these strategic development allocations. The problems that need solving are: • Tackling constraints to development at RAF Newton (by widening of the access road) to enable development to proceed; • Tackling a shortage of employment land in Cotgrave by providing a serviced site at Cotgrave Colliery and initial investment in units;

	• Unlocking the potential of Cotgrave town centre as a local economic hub, by providing a serviced site in the town centre to enable national and local businesses to move there; and • There is a requirement for the implementation of the Car Dyke Flood Risk Management scheme and electricity servicing in order to unlock both housing and employment land at Bingham. The failure to deliver supporting infrastructure will greatly inhibit the potential of these sites to contribute to the housing and employment growth required in Rushcliffe (and more broadly across the Greater Nottingham area). This would mean the failure to deliver employment land with capacity of over 25ha and 1600 houses across the three sites. (Housing figures from RAF Newton and Bingham only; Cotgrave housing not included as this is viable and will start on site in April.)
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	• To unlock the creation of 2747 new jobs • To unlock and accelerate new housing growth (1600 homes, in addition to the 470 homes already being delivered in Cotgrave). • To provide new industrial and business units for SMEs to support their growth • To provide a new local centre for Cotgrave with improved local services making it a destination of choice for local employers, local retail functions, and new residents. • To maximise return on investment for the Government following the dualling of the A46.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	Option 1: Do nothing and let the market bring the scheme forward. This has not worked thus far with the exception of Cotgrave housing. Planning permission for the scheme is in place (with the exception of Cotgrave town centre element for which the masterplan has Cabinet and partner support and so planning should not be a barrier). However the employment aspects across all sites, the town centre regeneration at Cotgrave and the housing at RAF Newton and Bingham have not progressed and a recent meeting with the developers, agents and landowners confirmed the barriers present which need financial support. Option 2: RBC investment: RBC does not have sufficient capital reserves to invest in the infrastructure required for the scheme although may be able to allocate some funding from new homes bonus. Rushcliffe has ambitious targets for housing growth and associated employment land growth as part of the Nottingham Housing Market Area – by 2028 to provide 13,150 new homes and 67,900m2 (floorspace) of employment land. The three elements of this scheme are crucial to really kick-start the provision of these requirements. The three elements are all shovel ready and issues of site ownership and planning permissions have already been largely overcome. Funding one element only of the scheme would bring forward some benefit but the other two would continue to be stalled. By funding all three elements (RAF Newton, Cotgrave and Bingham), a really positive step change would take place and the A46 corridor would be providing the housing and jobs needed for the greater Nottingham area. The A46 is a strategic link between the A1 and the M1. It has great connectivity and benefits all three elements of the scheme. The issues facing the three elements of the scheme are similar (i.e. upfront infrastructure needs); they are in a close geographic area. The fact is that the geography of Rushcliffe, a largely rural borough is such that

	housing and employment growth in the East of the Borough is linked to the existing settlements of Newton, Cotgrave and Bingham. It would not be acceptable in sustainable planning terms to put all of this scheme in one place. It would be a missed opportunity in terms of economic growth and the impact of the LEP funding, to view the elements of the scheme as piecemeal, discrete sites.
Demonstrate that the **optimal solution** has been identified	Option 3: LEP funding: Access to LEP funding would enable the scheme to be brought forward: at present there is an impasse with no signs of movement. The scheme has planning permission and is "shovel ready" subject to provision of funding to meet infrastructure and servicing costs. The reason for delivering all three elements is to meet the local plan requirements. There has been interest from both local and national employers in the sites. Usage figures for industrial units in the borough show clear demand in the area – 100% of the Borough Council's industrial units are let and 91% of privately owned industrial units were occupied at the end of Q3 2013/4. This shows the area is an attractive place to employers and residents. Of the tenants in Council-owned employment site, several have identified themselves as looking to expand if there were appropriate sized accommodation available. This would free up existing Council –owned accommodation for newer businesses. Likewise, intelligence from the Rushcliffe Business Partnership and local businesses that interact with the council highlights a need for next size accommodation and start up accommodation. Start up accommodation is being provided by the Borough Council from April 2014 with several pre-lets identified; this area has great potential to support more business. There is planning permission for a variety of size industrial space in the three elements of the scheme from "live-work" units to large distribution facilities. The developers for the three elements of the scheme have clearly stated that they will not work at their own risk to implement the infrastructure required to bring the elements forward. Without public sector assistance, there is no evidence to suggest that the scheme will materialise. For the Bingham and Cotgrave elements of the scheme, the developer has undertaken appraisals and due diligence works and the Borough Council has had sight of these and they have been independently verified. NCC has provided direction on the optimal infrastructure solutions for each site through the planning process. The Environment Agency has also provided direction on the flood mitigation works for Carr Dyke. These requirements have been scrutinised by Rushcliffe Borough Council planning officers to ensure that they are commensurate to the level of development being provided.
S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution.	A recent meeting with the developers, agents and landowners confirmed the barriers present which need financial support. All were supportive of developing out the sites subject to financial viability. These are not controversial sites as far as development and growth goes and they have broad political and local support. With regards to the Cotgrave town centre element, local businesses, town and county council, Metropolitan housing, Police, health, GPs and local residents have all pledged their support. There have been a series of stakeholder engagement events, and in June 2013, a weekend of consultation and engagement took place at the Cotgrave Welfare which was extremely positive. This element of the scheme has further support from the Cabinet office and is included in their One Public Estate pilot.

Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	
Describe the **outputs** from the Project / Programme	The outputs include the delivery of over 25 hectares of employment land, 2747 jobs and 2070 houses; and the regeneration of Cotgrave town centre. **Specific outputs in Newton include:** Widening of the link road from the Margidvnvm roundabout to the eastern access to the site Improvements to the A52 – including improving the capacity of the Bingham Road junction at Radcliffe on Trent. Significant Integrated Transport Contributions - to be used to improve the highway and rights of way network, crossing improvements and bus services Health contribution Library contribution Leisure improvements Traffic calming measures Provision of a primary school Community centre **Specific outputs in Cotgrave include:** Serviced site in town centre Servicing for employment land Multiservice building for health, police, library etc Cycle path improvements. Canal towpath maintenance Sustainable transport links between the colliery and the town centre Bus service provision Youth leisure improvements Country park improvements Melton Road highways improvements Education contributions Ecology contributions Community facilities **Specific outputs in Bingham include:** Carr Dyke flood mitigation (without which the site cannot be developed) Services infrastructure (specifically electricity servicing) Footpath and byway contribution Bus service scheme Caernarvon School contribution Health contribution Leisure and well-being – community centre, sports pitches, MUGA etc. Nottingham Road junction improvements New primary school Secondary school funding contributions Improving facilities at railway station including the car park and cycle and footway linkages Sustainable transport contribution
E2. Outcomes: what the Project / Programme will achieve	
Describe the **outcomes** from the Project / Programme	Maximising the return on investment for government following the dualling of the A46 – the potential of this major investment in unlocking economic growth in the Rushcliffe area has not yet been fully captured. Contributing to the creation of the LEP target of 55,000 new jobs, contributing to the housing growth targets for the strategic housing market area. Becoming a catalyst for unlocking development in the South of Nottinghamshire – Rushcliffe borough is an affluent and highly educated area of D2N2. The potential of this area should be maximised rather than

	concentrating purely on more deprived areas. **RAF Newton** – 550 houses, 811 jobs, 6.45 hectares of employment land. **Cotgrave** – 470 houses, 761 jobs, 4.6 hectares of employment land plus the town centre site **Bingham** – 1050 houses, 1175 jobs, 15.6 hectare of employment land
E3. Impacts: how the Project / Programme will unlock sustainable economic growth	
Will the intervention **unlock new jobs**? Quantify no. of jobs and GVA if possible.	2747 new jobs = £140million GVA if all are FTE. Based on 2000 FTE this figure would be £102.4m
Will the intervention **unlock new housing**? Quantify no. of houses and wider benefits if possible.	2070 new homes, with associated community infrastructure and educational benefits. New health centre as part of public sector multiservice centre in Cotgrave town centre supported by the Cabinet Office as part of their One Public Estate scheme. Educational and other benefits as detailed in E1.
Identify **further economic effects**. Quantify GVA effects if appropriate.	Investing in growth in Rushcliffe which has higher average salaries and housing values than most of the D2N2 area, will positively affect the GVA of the LEP area. GVA is currently £51,210 in the D2N2 area, £7k lower than the national average.
E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability	
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative? Please explain.	SMEs seeking larger business units in Rushcliffe area – particularly in the Bingham and Cotgrave areas where there is a clear need. The Borough Council and the developers involved in this scheme have received clear indications of interest in the sites over the last 12 months. Residents needing new housing accommodation. In addition, the housing developments are all required to provide a quantity of affordable housing, which will also benefit those on low incomes. In the local area of Cotgrave and surrounds, residents will see a real improvement in local services and support through the town centre regeneration. The S106 contributions from the sites will support local services. All ages, all backgrounds, all scales on relative poverty/affluence will benefit. In particular there are areas of high deprivation in Cotgrave and these residents will benefit. Cotgrave has the highest rate of child poverty in Rushcliffe (17.8%) and Bingham has the second highest rate (15%). In Cotgrave 34.9% are affected by above average rates of deprivation. Proposed improvements to public transport across the areas will enable residents who do not have access to a car to travel around more easily. It will also provide an improved alternative for car owners, resulting in reduced congestion and emissions.
Will the intervention result in an increase or decrease in **carbon emissions**? Please explain	Decrease in carbon emissions: jobs are created where houses are built and local infrastructure and town centre improvements mean amenities are local to communities. The A46 corridor is no longer simply a link from the A1 to the M1 but is servicing homes and jobs along it. The proposed improvements to public transport networks including the improvements to Bingham railway station specified in the S106 for Bingham will encourage residents to use these more sustainable forms of transport.
How will the intervention impact on the **natural and built environment**? Please explain	The natural and built environment was affected by the dualling of the A46 several years ago. This is a strategic road linking the A1 and M1 – unlocking economic growth along the road maximises its impact. The Cotgrave Colliery is brown field, RAF Newton is brown field and land north of Bingham is green field. The impact of building on these sites has been considered and consulted on at length as part of the Rushcliffe Core Strategy process. Any ecological mitigation required on the sites has been included in the planning permissions for the sites.

E5. Value for Money Assessment		
Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	A BCR has not been calculated because the project is being delivered by developers as part of a commercial venture. Given that the development is commercial, it is expected that the financial returns to the developer will outweigh the costs of construction. However, in submitting this bid for a funding contribution, it is acknowledged that without financial support the capital cost of the project is too high for the market to bear at present. 2747 jobs to be created by the input of £5.5m LGF. This is £2,000 per job created. Total estimated costs to the developer are £400m	
Financial Case: demonstrate adequate consideration of costs and funding strategy		
F1. Total Project Cost		
What is the **total cost** of the project? Explain the approach to costing.	Cotgrave £100m Bingham £150m RAF Newton £150m **Total estimated £400m**	Based on developer's appraisal Costs of delivering the infrastructure required are: £750,000 RAF Newton road widening £5m Bingham Carr Dyke Scheme and electricity servicing £2.25m Cotgrave infrastructure for serviced town centre, employment land and start up units
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£5.5m	
How much **match funding** will be provided? Indicate sources.	£1.5-2.5m £1.05m £2.5m £650k £450 million £4m £2.7m £8m	New Homes Bonus – not yet allocated RBC capital and p'ship funding (already allocated) HCA Accelerated Land (allocated) Growth Point Funding (allocated) Investment by private sector developers for the schemes. S106 RAF Newton S106 Cotgrave S106 Bingham
Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021		
D1. Partnerships for Delivery		
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	The project will be delivered by developers. RAF Newton – Newton LLP is the developer, owned by Simon Waterfield, Offices and Accommodation Ltd, Company Registration No. 3106864, VAT Reg No. 639755588 Cotgrave – Barratt David Wilson Bingham – Crown Estates for the housing and Sladen Estates for the employment land. It has the support of the local highway and planning authorities. Partners include: Landowners, developers, agents, HCA, Nottinghamshire County Council, Cotgrave town Council, NHS, Police, Metropolitan Housing. Options appraisals have been costed, viability assessments made, and public engagement programmes run.	

	Partners have signed a concordat agreement for the Cotgrave town centre site. An employment group has also been established involving the local schools, colleges, DWP, Construction Industry Training Board and developer partners to ensure that employment and training opportunities are maximised for the benefit of local residents. The infrastructure will either be delivered by Nottinghamshire County Council or by the developer under licence from Nottinghamshire County Council working with the appropriate utilities companies.
Demonstrate **private sector commitment** to the Project/Programme	At the January developer forum, developers, landowners and agents expressed commitment to the scheme subject to the funding gap being met. Planning permission is in place for the majority of the scheme.
D2. Effective Governance	
Explain proposed **governance structure**, including reference to partners if appropriate	There is currently a Cotgrave Strategic Board in place for the Cotgrave element of the scheme. This is chaired by the Rushcliffe Borough Council chief executive. A similar board will be created for the A46 corridor scheme. Public and private sector partners will be included as well as elected members.
Demonstrate that **adequate resource** will be committed by the promoter to develop the scheme	There is an allocated budget for economic development at the Borough Council. There will be an allocated project manager within the Borough Council to project manage and co-ordinate the development of the scheme.
D3. Capacity and Risk Management	
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	The most significant risk is that infrastructure is funded but the scheme then fails to deliver the employment and housing outputs that have been identified and that have planning permission. The mitigation includes: Continued thorough appraisals of the viability of the schemes; and Linking the infrastructure input to the development of the first phase of the scheme and putting in place appropriate claw-back provisions.
Briefly explain the most significant **construction / technical** risks and mitigation	Detailed design work has been carried out as part of the planning and appraisal process and all construction and technical risks have been identified. Flooding, drainage, ground conditions etc. have all been considered and will be mitigated appropriately.
Briefly explain the most significant **financial** risks and mitigation	The most significant financial risks are the potential for significant cost overruns due to construction challenges, and the need to secure sufficient public and private sector contributions to deliver the whole project.
Briefly explain the most significant **commercial** risks and mitigation	Developing employment land is reliant on securing end-users/tenants and the risk profile for sites that are not viable and need financial support to unlock them has to be carefully managed so that risk is appropriately shared between public and private sector partners. This will be mitigated by high level commitment and oversight of the scheme by the Executive Management team at Rushcliffe Borough Council working closely with all the developers and the planning department.
D4. Procurement and Programme	
Demonstrate consideration of **procurement mechanisms** (technical support + contractors	The infrastructure will either be delivered by Nottinghamshire County Council or by the developer under licence from Nottinghamshire County Council working with the appropriate utilities companies. Rushcliffe Borough Council is happy to be the responsible financial regulator of the funding if required. The developer will be responsible for all procurement mechanisms, with funding contributions being drawn down at appropriate times.

Demonstrate evidence of an achievable **programme** for delivery	The three elements of the scheme are all subject to programmes and are managed by three developers. The majority of the project has planning permission; the majority of the land package has been assembled. No CPO or CPO enquiry is necessary on Cotgrave Colliery, Bingham or RAF Newton. Construction can, therefore commence as soon as detailed design has been submitted to and approved by the LPA, and a contractor appointed.
D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	The construction programmes for each development will be monitored by the planning authority. Having a dedicated project manager from the Borough Council will that ensure issues and barriers are identified early and reported up to the newly established Board to take action.
Explain how progress will be reported to the **general public and business community**	Through local media and via Rushcliffe Borough Council and the developers' PR channels. Agents will be instrumental in securing future business and residential occupiers. There will be a huge amount of publicity generated for the development of the A46 corridor if the LEP can support the gap funding needed.

Growing the wider Derby area

<table>
<tr><td>Name of Programme</td><td>Our City, Our River (OCOR): Derby's Derwent corridor – unlocking the Economic Potential Along the Lower Derwent</td></tr>
<tr><td>Location</td><td>The length of the Derwent River from Breadsall, through Derby City, ending southern Derbyshire - (Ambaston and Shardlow).</td></tr>
<tr><td>Description of Scheme / Programme</td><td>A comprehensive programme of key capital infrastructure interventions, designed to un-clock substantial economic regeneration of brownfield opportunity sites; incorporating innovative flood resilience, alleviation, and defence measures. The programme incorporates significant enhancement of and improvement to local transportation networks to provide wide reaching quality connectivity for the plethora of globally, nationally and locally important archaeological, historical and ecological infrastructure assets along this stretch of Derby's Derwent Corridor.
OCOR is the major regeneration, flood defence and flood alleviation project running through the heart of Derby with the main aim to regenerate, reinvigorate and revitalise the river Derwent corridor through interventions to a number of major brownfield, currently blighted (flood zone 3) strategic located opportunity sites. Development of these sites is currently impeded because of the low standard of flood protection.</td></tr>
<tr><td colspan="2">Strategic Case: demonstrate that there is a clear rationale for intervention.</td></tr>
<tr><td colspan="2">S1. Problems, Barriers to Growth and Rationale for Intervention</td></tr>
<tr><td>Confirm problem(s) to be addressed</td><td>As mentioned above with OCOR the current flood defences cutting through Derby only offer a low standard of protection and resilience for businesses and residents. This presents a crucial problem as it is severely holding back the economic regeneration and development of a number of significant yet poorly interconnected brownfield riverside location sites. This is characterised by large traits of derelict land and vacant property which currently detract from the river as an important asset of the city. Doing nothing would mean abandoning large areas of the city to flood risk, jeopardising the significant sustainable economic potential of centrally located sites which is not a satisfactory option for economic resilience for our city. The corridor is also a potential major non-vehicular transport corridor, and has little realised potential to boost heritage based leisure and tourism income, including from the night time economy, which will complement the City Centre's vibrancy and buoyancy.</td></tr>
<tr><td>Explain how the problem(s) will constrain economic growth in the area</td><td>It is significant that for the economic sustainability of the city the over 800 vital businesses are currently at risk of flooding in a severe event. (1 in 100 (1%) chance of flooding each year). A total of 2,250 properties are currently at risk from flooding in a severe flood event which includes over 1,450 homes and key elements of infrastructure and many important historic buildings. Identified and allocated regeneration brownfield land cannot come forward due the current level of flood risk.

There are regeneration aspirations and evidence of commitment for the majority of these sites by both the Council and private developers. Indeed a number of planning applications have been made over recent years demonstrating both appetite and commitment but these have not been able to progress because of flooding risk related issues and associated infrastructure constraints. Potentially – and if adequate flood protection is provided through our OCOR programme at least 80 hectares of brownfield land will be made available for economic regeneration and sustainable redevelopment.

Derby's leisure and tourism potential is a major, unrealised economic growth driver to the City and sub-regional prosperity and the enhanced quality of life the river corridor can offer can boost major inward investment and job retention.
<table>
<tr><th colspan="2">Table A Total net economic impact for UK of OCOR scheme</th><th>Total</th></tr>
<tr><td rowspan="2">Do Nothing</td><td>Employment (FTE)</td><td>16,200</td></tr>
<tr><td>GVA (£m)</td><td>1,613</td></tr>
<tr><td>With Scheme</td><td>Employment (FTE)</td><td>22,500</td></tr>
</table>
</td></tr>
</table>

	GVA (£m)	1,915
With scheme benefits	Employment (FTE)	6,300
	GVA (£m)	301
Stand-alone defences	Employment (FTE)	369
	GVA (£m)	15
Development sites	Employment (FTE)	772
	GVA (£m)	46
	PVb (£m)	8,120

S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	By 2025 - The core objectives of the scheme include: • Maximise economic regeneration and sustainable development opportunities along the river corridor with the realisation and delivery of the economic potential of at least 80 hectares of brownfield sites currently blighted by significant risk of flooding. • Reduce flood risk and maximise resilience to protect people, property and jobs. • Enhance the significant heritage assets, ecology, wildlife and biodiversity along the river corridor to help promote tourism and enhance the visitor economy. All three objectives are supported by an extensive evidence base, particularly for OCOR, which has been developed over recent years including independent research to evaluate the economic growth benefits of the scheme using the following indicators: Full time equivalent employment (FTE) and Gross value added (GVA). With this evidence base already in place the monitoring and evaluation of any LEP funding intervention would be relatively straightforward.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	OCOR has been developed in partnership with the Environment Agency, with extensive consultation with key stakeholders and partners. The range of options considered have included: • A Do Nothing scenario assumes that all flood risk management activities cease and large areas of the City being abandoned to flood. • A With Scheme scenario assumes Our City Our River will enable development on key riverside regeneration brownfield sites. The development of the OCOR Masterplan involved exhaustive scrutiny of range of options from do nothing to do maximum , which included detailed costs benefits ratio analysis, stakeholder & partner consideration; residents, businesses, etc. The current OCOR scheme is a culmination of a wide range of complex factors and relationships. The scheme has been developed is in line with the EA 's 2011 Lower Derwent Flood Risk (LDFRMS) Management Strategy.
Demonstrate that the **optimal solution** has been identified	Since the adoption of the LDFRMS, the Environment Agency and Derby City Council have been working in partnership to identify how the provision of new defences within the city can be implemented. As part of this an Our City Our River Masterplan was developed which identified a preferred alignment of defences based upon a balance of appropriate flood risk management; integrating defences into the urban landscape; improvements to the riverside landscape and affordability. Adopted in 2012; the aim is to promote the Council's regeneration and economic growth objectives together with the Environment Agency's flood risk objectives, along with both organisations' commitment to environmental and social enhancements. This is on the basis of providing a 1:100 standard of flood protection (SoP)due to the following reasons:

	• Providing defences with a greater SoP would not be affordable, to be delivered in an acceptable timescale and due to the increased level of funding contributions required; • Flood defences with a 1:150 SoP, would be in the order of 0.5m higher than 1:100 levels. This would have a significant visual impact and would increase the risk of planning delays and potential refusal and would compromise the project objectives of reconnecting the City of Derby with its river; • Third party developments are only obliged to provide a 1:100 level of flood protection plus an appropriate management of climate change. If the stand alone defences were provided at 1:150 level then additional agreements would need to be made with developers and the possible need to fund any additional obligation from the scheme over and above the planning requirements. Critically, the Masterplan has combined and balanced the Environment Agency's flood risk management objectives with the Council's regeneration and economic growth objectives, along with both organisations' commitment to environmental and social enhancements. The Masterplan was approved by the City Council's Cabinet in July 2012, and now forms a material consideration in the planning process. It is also being embedded within the Council's Local Development Framework: Core Strategy which is currently being developed. The Environment Agency Area planning team have worked closely with Derby City Council planning teams in producing guidance documents for potential developers. This will ensure that all future riverside development through Derby is undertaken in a manner which supports the principles of the Masterplan and appropriately manages flood risk.
S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution.	The Our City Our River scheme is a partnership programme now led by Derby City Council. This scheme detail has been produced with the Environment Agency utilising specialist consultants where appropriate. Extensive stakeholder involvement produced the adopted OCOR Masterplan, which has been maintained through regular update events , newsletters and information updates via the dedicated Ourcityourriver.co.uk website. The adopted Master plan is a material consideration in planning terms and the aims will be strengthened and further secured through policies in the Local Development Plan upon final adoption. Key stakeholders and developers are supportive of the scheme which is evidenced by the ongoing dialogue with developers and site owners regarding the emerging opportunities to mitigate flood risk. The pre-planning application discussions demonstrate the appetite for regeneration of key areas along the corridor and recent commencement of works to sites in the city along the river corridor; Bath St Mills, Full St (Hotel and commercial) and the former Magistrates Court demonstrate the support for the opportunities OCOR present.
Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	
Describe the **outputs** from the Project / Programme	The OCOR scheme will unlock 80 hectares of brownfield land for regeneration and development. Which has potential for 875 new homes and 7183 new business creation The OCOR scheme will provide 13.2km (8.2 miles) of flood defence and flood alleviation infrastructure. The OCOR scheme will provide approx. 26 Km (16+ miles) of non-vehicular transport infrastructure. A significantly reduced level of flood risk to: • Over 800 businesses from a total of 2250 properties

<table>
<tr><td></td><td>

- Key infrastructure: including transport & utilities,
- Historical buildings within a world heritage site

</td></tr>
<tr><td colspan="2">E2. Outcomes: what the Project / Programme will achieve</td></tr>
<tr><td>Describe the outcomes from the Project / Programme</td><td>

The outcomes will include enhanced flood protection for the 2250 homes (see E4 below) and 800+ businesses currently at high risk of flooding and the successful unlocking and delivery of 80 hectares of currently blighted brownfield regeneration sites.

- Enhanced vibrant visitor economy through accessibility for improved heritage and ecological assets. Wider accessibility through improved non-vehicular transport improvements to the river corridor.

Eco-system services benefits have been included to the value of £10m based on the findings of an ecosystem services valuation scoping assessment.

19.1 ha of habitat created to support national Water Framework Directive objectives.

</td></tr>
<tr><td colspan="2">E3. Impacts: how the Project / Programme will unlock sustainable economic growth</td></tr>
<tr><td>Will the intervention unlock new jobs? Quantify no. of jobs and GVA if possible.</td><td>The OCOR Economic Impact Assessment by GVA indicates the Pride Park/Derwent Triangle Area & the Celanese Site alone present the opportunity to deliver an additional 6,950 jobs for the city of Derby. See below:</td></tr>
<tr><td>Will the intervention unlock new housing? Quantify no. of houses and wider benefits if possible.</td><td>A total of 875 dwellings are estimated to be delivered from the sites identified in the OCOR masterplan; comprised of 200 within the Darley Abbey to Exeter bridge locations and further 675 from sites stretching from Exeter Bridge to the far side of Bass' recreation ground (inc North Riverside) This will see the wide benefits of the flood alleviation and defence measures being delivered to the wider population of Derby, plus enhancements and the creation of new GI and non-vehicular transport connectivity , plus the regeneration of blighted and abandoned derelict sites along the river corridor which will enhance the visitor experience and tourism and nigh time economy for the city and the associated benefits for the to the WHS assets</td></tr>
<tr><td>Identify further economic effects. Quantify GVA effects if appropriate.</td><td>The expected flood risk benefits the scheme have been calculated at £208m of benefits associated with a reduction in flood risk across Derby. A full flood risk benefits appraisal report is available if required.
<table>
<tr><th colspan="2">Economic Benefit</th></tr>
<tr><td>Duration of benefits (yrs)</td><td>100</td></tr>
<tr><td>PV Benefits (£k)</td><td>208,421</td></tr>
<tr><td>PV Costs (£k)[1]</td><td>73,066</td></tr>
<tr><td>Benefit/Cost ratio</td><td>2.85</td></tr>
</table>
</td></tr>
<tr><td colspan="2">E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability</td></tr>
<tr><td>Will particular groups of people be affected by the intervention? Will the impact be positive or negative? Please explain.</td><td>The positive outcome for the number of households better protected against flood risk is summarised in the table below :
<table>
<tr><td></td><td colspan="3">Before</td><td colspan="2">After</td></tr>
<tr><td>Number of households in:</td><td>Moderate risk</td><td>Significant risk</td><td>Very Sig. risk</td><td>Moderate risk</td><td>Significant & V. Sig. risk</td></tr>
<tr><td>20% most deprived areas</td><td>378</td><td>606</td><td>9</td><td>358</td><td>-</td></tr>
<tr><td>21-40% most deprived areas</td><td>95</td><td>369</td><td>23</td><td>463</td><td>-</td></tr>
<tr><td>60% least deprived areas</td><td>38</td><td>19</td><td>2</td><td>57</td><td>-</td></tr>
</table>
It is considered that the impact of flooding upon the more the deprived areas is greater attributed to the lesser numbers of homes being covered by adequate insurance. The cost of insurance cover for residents and business will be</td></tr>
</table>

<table>
<tr><td></td><td colspan="4">reduced as a result of the delivery of the flood alleviation measures of OCOR.
The improved accessibility as a result of OCOR interventions regarding sustainable transport links along the corridor will adds to sense of wellbeing; improved access to key green infrastructure and biodiversity locations. The physical improvements to blighted abandoned sites for residents, businesses and visitors will improve to the business community. .</td></tr>
<tr><td>Will the intervention result in an increase or decrease in carbon emissions? Please explain</td><td colspan="4">A carbon calculator has been used to quantify the ‘carbon footprint’ of the proposed entire OCOR programme based on the tonnage of materials used, including the distance travelled by them, and the emissions factor associated with each material for the flood defence elements only.
The main materials used result in a ‘carbon footprint’ of 22,073t1 CO2e associated with constructing the OCOR project. The carbon calculator will continue to be used as a design tool throughout detailed design to reduce the associated carbon footprint of the project.</td></tr>
<tr><td>How will the intervention impact on the natural and built environment? Please explain</td><td colspan="4">Opportunities that have been identified for Our City Our River include provision to deliver the Water Frame Directive supporting objectives will continue to be investigated and, wherever possible, incorporated into the project design. The realignment of defences away from the river bank and creation of marginal habitat is a significant objective that will be delivered. The impact upon three built environment will be significant in that current city facing derelict flood zone 3 sites will be regenerated and bought back into effective economic and residential use. OCOR is also recognised and presenting real opportunities for creative enhancement and intervention for key sites, allowing interpretation of historical and nationally significant assets to be maximised.</td></tr>
<tr><td colspan="5">E5. Value for Money Assessment</td></tr>
<tr><td>Provide indicative Benefit to Cost Ratio / qualitative VfM assessment</td><td colspan="4">The expected flood risk benefits the first phase of the scheme have been calculated at £208m of benefits associated with a reduction in flood risk across Derby.
The flood risk and economic growth benefits, and costs for the project and each package are summarised in then table below. This demonstrates the value realised through the implementation period of the scheme. It shows that investment provides a positive effective return to the taxpayer for each completed package in isolation, should the funding of the scheme beyond the first Phase 1 not be realised.
<table>
<tr><th colspan="5">Total benefits and costs of each phase(£m)</th></tr>
<tr><td>PVc</td><td>29,694</td><td>30,509</td><td>11,031</td><td>71,234</td></tr>
<tr><td>PVb</td><td>79,221</td><td>54,041</td><td>75,160</td><td>208,421</td></tr>
<tr><td>Benefit Cost Ratio</td><td>2.67</td><td>1.77</td><td>6.81</td><td>2.93</td></tr>
</table>
With the upfront release of £16.7m of FDGiA used to help deliver Package 1, there would be an effective return to taxpayer on this of 4.75 based on the benefits delivered by Package / Phase 1 alone. When the scheme is complete, this effective return will increase to 12.47.</td></tr>
<tr><td colspan="5">Financial Case: demonstrate adequate consideration of costs and funding strategy</td></tr>
<tr><td colspan="5">F1. Total Project Cost</td></tr>
<tr><td>What is the total cost of the project? Explain the approach to costing.</td><td>£99.6m (present value £71.2m)</td><td colspan="3">Costs have been identified for the preferred option across three phases/packages of work over a 10 year period. This is to maximise the early delivery of benefits and manage flood risk during the anticipated delivery period.
Risk has been calculated using the Monte-Carlo assessment in accordance with the Treasury Green Book, which equates to approximately 15% for the whole scheme. Inflation is based on a 2.5% figure for the 10 year duration. There is an additional allowance in the Risk sum to account for the actual inflation figures being higher.
The scheme costs have been produced by an integrated team of EA</td></tr>
</table>

		and Council Professionals and external specialist consultants. A comprehensive list can be provided.
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	*£10 million*	This is to accelerate and bring forward the delivery of the works identified in the OCOR programme of infrastructure interventions. To support and act as a catalyst to unlocking brownfield development sites by significantly reducing the flood risk which is preventing the sites in coming forward.
How much **match funding** will be provided? Indicate sources.	*£36 million to date*	£17.06m FDGiA – Defra –secured March 2014 £19.116m Growth Fund secured £469k EA Local Levy funding approved £299K Derby City Council –secured There is an expectation expressed by DEFRA that up to 15%of the total scheme costs will be provided by third party contributions A funding strategy has been developed by the City Council which identifies opportunities for levering funding to plug the current funding gap. LEP funding has been identified as a key source. Through local revolving finds, beneficiary contributions, the target is for £20m- £60m in total to be secured as the works progress. Additional options identified in the funding strategy include; NHB from homes delivered, possible CIL and developer contributions, etc. Recent examples of progress as a result of the OCOR principles have seen works commencing at Full St (former magistrates court and police station), Bath St Mills which are delivering the required flood defences as integral to the fabric of the building. We are working with the EA and DEFRA to develop a mechanism whereby the actual third party contribution costs are to be collected and recorded.
Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021		
D1. Partnerships for Delivery		
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	Derby City Council is the Lead Authority in Partnership with the Environment Agency, Derbyshire County Council as the Highways authority for the cross boundary and county located infrastructure. Through the joint - work of the Derby HMA Core Strategy development the districts of Amber Valley and South Derbyshire are included. The Derwent Valley Mills World Heritage Site, Derbyshire Wildlife Trust. The private sector stakeholder consultation (on going) has developed a significant grouping of stakeholders with land interests who appreciate the opportunities OCOR presents in overcoming flood risk which blocks development. Links are also firmly in place with the strategic local partnerships ; Chamber of Commerce, Derby Renaissance Board , etc.	
Demonstrate **private sector commitment** to the Project/Programme	Three sites within the city river corridor are currently under construction; which have managed to overcome the flood risk challenges; Derby Magistrates Court refurbishment, the former Full St police Station /Cathedral green and the site of the former Bath St Mill. The latter is an innovative forerunner for the future development of sites within OCOR; where the flood defence measures are incorporated into the structural fabric of the building itself. A number of pre-application discussions are continuing with site owners and developers demonstrating an appetite and commitment. The refinements to the OCOR Masterplan and the detail design for the structures contained within the formal planning application for the OCOR flood alleviation element of the scheme have been defined in consultation with Severn Trent Water, Network Rail and Western Power.	

<table>
<tr><th colspan="2">D2. Effective Governance</th></tr>
<tr><td>Explain proposed governance structure, including reference to partners if appropriate</td><td>OCOR has a governance structure which is underpinned by a memorandum of understanding Sept 2012 between the EA and the Council. OCOR reports to a Programme Board which is comprised of senior representatives from the Council and the EA and is chaired by a Council Cabinet member. It is confirmed that there is a cross party support for OCOR. All work has been undertaken in a fully collaborative manner. Derby City Council is the lead partner for the delivery of OCOR. There is a commitment to the partnership continuing for the duration of the entire programme of works.
A detailed organogram and details of the programme board can be provided.</td></tr>
<tr><td>Demonstrate that adequate resource will be committed by the promoter to develop the scheme</td><td>The council is establishing a dedicated team of officers to effectively deliver the first phase /package 1; programmed to commence April 2014. The City Council has made a commitment to provide the financial resources required to ensure successful delivery of OCOR; estimated to be up to £3m revenue for a 10 year period. A legal agreement setting out the roles and responsibilities of each partner will be in place when works commence.</td></tr>
<tr><th colspan="2">D3. Capacity and Risk Management</th></tr>
<tr><td>Briefly explain the most significant risks to overall delivery of the programme and proposed mitigation</td><td>General risks associated are fairly standard for a scheme of this nature. A risk potential assessment has been completed for the application for funding to Defra which identifies the scheme as having a low risk. The most significant risk is that contributions are not secured to enable the completion of Packages 2 and 3. However, plans are in place to mitigate these risks, including the funding strategy and also the phasing and packaging of works such that benefits are realised with staged completion which still offer a positive return on the investment. The table below high level risk schedule and mitigation.
<table>
<tr><th>Key project risk</th><th>Adopted mitigation measure</th></tr>
<tr><td>Insufficient partnership funding to deliver the whole scheme.</td><td>Council to implement Funding Strategy and allocate sufficient resource to it.
Packages identified to ensure staged delivery of benefits to ensure early investment in the scheme delivers value for money and a positive return on the FDGiA and Growth investment.</td></tr>
<tr><td>Central Government changes its view on indicative Growth funding allocation</td><td>Ensure decision-makers are aware of impact that loss of funding allocation would have on deliverability of the whole scheme.
Identify further 3rd party sources of funding, applying the funding strategy.</td></tr>
<tr><td>Failure of developers to deliver development sites to the required programme.</td><td>Development site economic viability studies undertaken to understand delivery constraints faced by developers.
Early negotiation with developers to bring forward development.
Commencement of compulsory purchase orders as a fall back option to manage risks to costs and programme.
Council to dedicate appropriate and sufficient resource to this aspect of the project.</td></tr>
<tr><td>Delays and/or additional costs driven by approvals by third parties, including Network Rail and English Heritage.</td><td>Regional manager level communication between Environment Agency and Network Rail to ensure Government bodies are working together in the tax payers interests.
Continued engagement with English Heritage through the Historic Environment steering group.</td></tr>
<tr><td>Delays and/or additional costs driven by approvals by third parties such as Natural England</td><td>Continued engagement with F&B and NE through Steering Group</td></tr>
</table></td></tr>
</table>

	<table><tr><td>Risk on non-compliance with Eel Regs and EFD</td><td>Continued engagement with F&B and an agreed set of compliance measures</td></tr><tr><td>Costly delays to work with archaeology of Little Chester.</td><td>Early commencement of archaeological investigation. Design to be informed by evaluation of archaeology. All archaeological constraints to be determined prior to the commencement of construction to avoid costly programme delays.</td></tr><tr><td>Delays to planning approval resulting in failure to meet Growth funding criteria for the first £6m allocation and for the remaining £13.9m allocation.</td><td>Planning and EIA Strategy agreed with areas of permitted development identified. Early submission of planning application (in parallel with FSoD approval). Additional site specific applications to be submitted in addition to full hybrid application for sites to be delivered at start of programme to reduce impact of delays to the full application. Early construction work will focus on Permitted Development within Package 1.</td></tr><tr><td>Reputational issues for Environment Agency and Derby City Council of failure to deliver scheme and/or not take advantage of Growth funding.</td><td>Recommendation of approval of business case by Environment Agency Large Project Review Group, and Director approval in a timely manner. Ensure cross party political support for scheme across Council and implement the Funding Strategy.</td></tr></table> The table below is a summary of the proposed mitigation for the key environmental risks: <table><tr><td colspan="2">Derwent Valley Mills World Heritage Site – Darley Abbey Mills</td></tr><tr><td>Risk</td><td>Harm to ‘Outstanding Universal Value’ and to UNESCO monitored view of the Mills as a result of replacing bridge deck.</td></tr><tr><td>Proposed mitigation</td><td>Continue consultation with Historic Environment steering group. The cast iron piers and earlier stonework elements should as so far as possible be retained, ideally with non-visible structural strengthening. Expert design input from a specialist heritage engineer. Take deck design cues from the iron lattice decked Redbrook Rail Bridge which has similar cast piers and forms a good starting point to ensure the design is industrial and recessive in relation to the mills.</td></tr><tr><td colspan="2">Nationally significant heritage – Little Chester</td></tr><tr><td>Risk</td><td>Harm to Little Chester Roman Fort and Roman Hypocaust Scheduled Monuments, and non-scheduled significant archaeological features.</td></tr><tr><td>Proposed mitigation</td><td>Additional trial trenching to locate west and north-east boundaries of Roman fort. Automatic Resistivity Profiling (specialist geophysical survey technique) to identify unlocated but suspected archaeological features and augment trial trench data. Extensive and thorough archaeological mitigation by excavation (extent will be minimised by automatic resistivity profiling).</td></tr><tr><td>Risk</td><td>Harm to the St Mary’s Bridge Scheduled Monument</td></tr><tr><td>Proposed mitigation</td><td>Bridge Inn: part glazed barrier to meet scheduled bridge such that views in and out are retained. Scour protection at foot of bridge piers.</td></tr></table>
Briefly explain the most significant **construction / technical** risks and mitigation	As outlined in the tables above; plus the technical challenge of the innovative approach to the creation of flood defences within the construction fabric of the development. The Bath Street Mills development is an example of this approach being implemented.
Briefly explain the most significant **financial** risks and mitigation	That OCOR does note successfully secure the necessary funding to deliver the complete full package of works – leaving large areas of prime location to be abandoned and not maximising on the business resilience benefits, economic regeneration opportunities , etc. the scheme presents for the city and the wider area of the river corridor.

Briefly explain the most significant **commercial** risks and mitigation	The commercial risks for developers are the unviable status of the brownfield sites due to current level of flood risk. The sites cannot come forward without major intervention measures identified in the OCOR masterplan. As an example of mitigation for commercial risk, a scheme-specific flood risk management procedure has been developed in order to advise third parties of the issues they need to consider in preparing site-specific flood risk assessments. Evidence of demand is more problematic as that investors frequently instantly disregard land located in flood zone 3. However, genuine interest is evident in for a number of sites along the river corridor in the knowledge that OCOR will firmly create the conditions which make development possible. Also because of the flood risk blight and abandonment some development sites require significant promotion and development and would ultimately be dependent upon market demand and economic conditions to maximise the efficiency of their delivery. There is also the risk that if all the development sites were delivered in a short timeframe, then the local market would be flooded with vacant property, resulting in a fall in value of the development and a higher scheme cost.
D4. Procurement and Programme	
Demonstrate consideration of **procurement mechanisms** (technical support + contractors	A procurement review has been conducted for OCOR and a Procurement Strategy has been adopted. The focus of the strategy as it currently stands has been to start to deliver the scheme in the current financial year – emphasis upon the first package/ phase of the works. It is planned for a further review to be undertaken and the works will be commissioned via a DCC EU compliant competitive tender process for the second phase which is the focus of this exercise. A copy of the procurement strategy is available.
Demonstrate evidence of an achievable **programme** for delivery	OCOR is a complex series of sites which needs to be delivered as a coordinated scheme. As a substantial proportion of the new defences will be integral to and be reliant upon new development they will be delivered over a long period of time (indicatively programmed as 10 years). This delivery timescale therefore means that flood risk will not be immediately lessened for everyone and everywhere. That said, both the City Council and Environment Agency are committed to delivering this scheme in as short a timeframe as possible with the funding constraints they operate within and in a sustainable manner. Due to the planned delivery timescale it is important to identify the optimum sequence of delivering the sites. This has been identified through hydraulic modelling of flooding. The sequence has been derived on the basis that the delivery of each site should not increase flood risk to other sites and that benefits from the scheme should be delivered at the earliest opportunity. The former aspect is an important consideration under the National Planning Policy Framework, and the latter is important from a funding perspective. The general approach to the sequence is to start at the upstream end in order to start delivering a reduction in flood risk to people and property. If works are not started from this end then properties will be flooded 'via the backdoor'. Also, since the flood plain on the west bank of the river is significantly narrower than on the east bank, it is important to deliver sites on the west before the east bank to avoid a significant increase in flood risk. Likewise the mitigation work required to the downstream villages is required before flood risk is significantly increased in these locations. The proposed sequencing is not meant to be over-prescriptive and does not prevent individual sites from being delivered 'out-of-sequence' as long as there is a hazard-led design approach to that site and due consideration and appropriate management of the flood risk impact to other sites. A scheme-specific flood risk management procedure has been developed in order to advise third parties of the issues they need to consider in preparing site-specific flood risk assessments. This allows development sites to come forward at any

	time that the market dictates. The sequencing of sites has been split into three packages. The break points between packages have been derived where a break in the delivery programme would not result in a significant increase in flood risk to other sites. This is designed to accommodate any programme modifications associated with funding for the scheme. A breakdown of the sites and the phasing can be provided.
D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	The monitoring and evaluation of the financial elements of OCOR scheme will be in line with the council's financial audit procedures and adhere to the funding requirements. The objectives will be measured against the Council's Corporate Plan & the EA's internal performance management structure. All elements will be reported to and monitored by the OCOR Programme Board.
Explain how progress will be reported to the **general public and business community**	The OCOR scheme will be reported in line with the EA and City Councils established and implemented communications strategy. OCOR currently has a dedicated website: www.ourcityourriver.co.uk.

Name of Programme	**Infinity Park Derby**
Location	South Derby. This site is located between the Rolls-Royce aerospace HQ at Sinfin and the A50.
Description of Scheme / Programme	Flood alleviation, highway access and infrastructure works to accelerate the delivery of Infinity Park Derby (including the Innovation Hub Phase2) together with highway works to address the significant infrastructure problems around the adjoining Sinfin industrial area. **Infinity Park Derby** provides high quality employment space focussed on the supply chain to transport, energy and other major industries as well as space for distribution and general business uses. It accommodates B1, B2 and B8 activities. Works to the core infrastructure, which are not part of this bid, are due to commence imminently and include a new link road to the A50. This scheme will accelerate the delivery of the park and of the second phase of the Innovation Hub (below). The first building on park will be the **Innovation Centre** which forms ph1 of the Innovation Hub and is located at the heart of the site. This will provide services to the engineering supply chain as well as incubator and start up space. The Innovation Centre is a partnership between a number of leading Universities, Rolls-Royce and Derby CC. Directly adjoining Infinity Park is the mature **Sinfin industrial area** (homes to Rolls-Royce and others). This area suffers from significant access issues which are a legacy of the immediate post-war expansion of derby's industrial base. The scheme addresses these issues. The works proposed in this scheme for which LGF funding is sought include: • Flood alleviation works; • Highway connections (incl: Holmleigh Way and Wilmore Rd) • Plot preparations (Innovation Hub ph 2); • Works to facilitate high speed broadband connectivity. The proposed works are split into two parts: (a) Infinity Park (incl the Innovation Hub); (b) Sinfin industrial area.
Strategic Case: demonstrate that there is a clear rationale for intervention. **S1. Problems, Barriers to Growth and Rationale for Intervention**	
Confirm **problem(s)** to be addressed	• This is the 'flagship' in Derby's portfolio of economic regeneration initiatives. • Derby is the UK's centre of hi-tech engineering and we wish to build upon this opportunity; • There is the need to significantly boost the UK's supply chain capability particularly in relation to transport engineering; • There is a lack of high quality, well connected, employment land focussed on hi-tech engineering; • There is a low level of business start-ups in and around Derby; • The Infinity Park Derby site needs further works to address flood alleviation issues, highway connectivity and high speed broadband connectivity; • The new link road (funded separately) connecting Infinity Park Derby to the A50 joins an existing road (Holmleigh Way) which is no longer fit for purpose (and is therefore a detriment to investors);

	• There are significant access and infrastructure issues around the Sinfin industrial area; • The site is allocated within the Local Plan and has planning consent.
Explain how the problem(s) will **constrain economic growth** in the area	• Lack of high quality, affordable, employment land is a barrier to both inward investment and growing local companies. • Low business start-ups, particularly in the hi-tech engineering sector is a significant cause of concern both regionally and at national level. • The poor quality of the existing infrastructure and access arrangements are a major detriment to both re-investment by existing companies and to relocating supply chain companies.
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	**(a) Infinity Park Derby** - to accelerate the delivery of Infinity Park Derby and the second phase of the Innovation Hub by addressing barriers to growth, specifically: • To carry out flood alleviation works in line with the existing Planning Consent (i.e.: specific works agreed with the EA .. principally a 150,000 cubic meter balancing pond but also the re-routing of a small watercourse); • To extend the Highway connectivity (by approx 290m) and widen approx. 400m of road; • To build an internet node/ data centre to facilitate the provision of high speed broadband across the site and serving homes and businesses in the South Derby quadrant. (**b)Sinfin industrial area** – highways works to address the severe access infrastructure issues. To build approx. 400m of a new 'loop' road.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	The development of Infinity Park Derby has been a long standing strategic commitment by DCC and has been heavily consulted on in the current and previous Local Plans. A range of options were considered by Cabinet/ Council during this process. The adjoining Sinfin industrial area is also a long standing priority in the Council's strategic plans.
Demonstrate that the **optimal solution** has been identified	The proposed scheme has been developed in very close consultation with the EA and Local Transport Authority as well as the landowners and Developer. The scheme has been approved by the EA and the Local Transport Authority and has planning consent.
S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution.	The scheme has the support of the: • Environment Agency • Local Transport Authority • Local Planning Authority • Local Authority • Landowners (Rolls-Royce and Harpur Crewe) • Developer (a JV between two significant respected developers, Cedar House and Wilson Bowden Developments Ltd) Note an Infrastructure Delivery Agreement, between the landowners, local authority and Developer is in place in order to deliver this scheme.

Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	
Describe the **outputs** from the Project / Programme	41ha (100acres) **net** developable area of land unlocked for development (or 250acres of **gross** developable land). 150,000 cubic metres of flood alleviation facility (providing flood alleviation to 22ha/ 54acres). Creation of new woodland and wetland areas (associated with above). 790m length of new road, south from T12 roundabout, to serve Phase II Innovation Hub and 400m of road widened. Large number of businesses and properties with improved access to high speed broadband (note we are working on quantifying this).
E2. Outcomes: what the Project / Programme will achieve	
Describe the **outcomes** from the Project / Programme	£158m of private sector investment. Infinity Park Derby will accommodate a total of over 2750 jobs (incl construction jobs). The initial tranche of this is 1650 of new jobs over 6 years. Increased business start-ups and survival together the provision of move on space for growing businesses. Increased resilience to the local economy – note there re approx. 10,000 quality jobs on the Sinfin industrial area.
E3. Impacts: how the Project / Programme will unlock sustainable economic growth	
Will the intervention **unlock new jobs**? Quantify no. of jobs and GVA if possible.	Yes - 1650 of new jobs (incl construction jobs) rising to 2750 jobs. The importance of this major development opportunity to the market, previously known as Chellaston Business Park, was acknowledged in the Regional Employment Land Study carried out by the East Midlands Development Agency. Extensive research has been commissioned re market demand; copies of reports by Jones Lang LaSalle and by AED International support the intervention.
Will the intervention **unlock new housing**? Quantify no. of houses and wider benefits if possible.	The South Derbyshire Preferred Housing Growth Strategy promotes 2,100 new dwellings at Wragley Way/Stenson Fields (Local Plan policy H15) where transport solutions include a new Southern Derby Link Road connecting to T12. Additionally, 1,000 new homes at Chellaston West are also proposed to be accessed off T12. Household projections over 20 years go hand in hand with ambitious economic development aspirations and in particular with the proposed logical expansion of Infinity Park Derby towards the A50. The application serves as a catalyst for comprehensive redevelopment, accelerating housing and job creation in the A50 corridor to the south of Derby City. This is recognised in other, complimentary, funding applications submitted (South Derby Connections for Growth).
Identify **further economic effects**. Quantify GVA effects if appropriate.	• Strengthened supply chain particularly in the engineering sector (Derby's strength); • Supporting the creation of a culture of enterprise – specifically supporting new business start ups and their survival; • Creating move on space (Innovation Hub Ph 2) for new and growing small businesses; • Building upon and strengthening the existing cluster of hi-tech engineering companies and improved resilience of this cluster.

E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability		
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative? Please explain.	• Improved job prospects for people in the East Midlands (not just Derby); • This site adjoins one of the most deprived areas of Derby thereby providing job opportunities to this community; • No negative impacts – note the scheme already has planning consent; • Significantly improved recreational access to new woodland and wetland areas.	
Will the intervention result in an increase or decrease in **carbon emissions?**	• Reduction in emissions: reduced congestion and improved traffic flows	
How will the intervention impact on the **natural and built environment**? Please explain	Significant improvements to the natural environment through: • Creation of new wetlands; • Creation of a new 'natural' watercourse – instead of the existing straight culverted watercourse; • Significant area of new woodland (with wetland species); • Management of an existing small woodland; • Consequent improvements in biodiversity. Note we are working with Derbyshire Wildlife on this scheme.	
E5. Value for Money Assessment		
Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	Cost per job = £2.4k. In addition there is increased resilience to the local economy – approx. 10,000 quality jobs on the Sinfin industrial area. Indirectly there is the benefit of opening up access to 3,000+ new homes.	
Financial Case: demonstrate adequate consideration of costs and funding strategy		
F1. Total Project Cost		
What is the **total cost** of the project? Explain the approach to costing.	c£165 million	Total cost of developing out Infinity Park Derby (incl the Innovation Hub)
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£6.65 million	Made up of: (a) <u>Infinity Park Derby</u> £775k – flood alleviation and watercourse £750k – Highway works (extensions to the existing core infrastructure works) £550k – Plot preparations (IH ph2) £375k – Broadband node <u>2200k</u> – Holmleigh Way widening *£4.65m sub-total* (b) Sinfin industrial estate £2000k – highways works (note further design work is needed on this hence this is proposed for 'year3') ***£6.65m total*** (of a + b)
How much **match funding** will be provided? Indicate sources.	c£158 million	£158m – private sector investment (Developers and Rolls-Royce). The match funding is the total sum of private investment identified against the accelerated development generated by the funding assistance and being the creation of development platforms, installing

		infrastructure to serve individual buildings, the construction of buildings and works common to development plots.
Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021		
D1. Partnerships for Delivery		
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	The delivery of this scheme will be led by Derby City Council in conjunction with its partners, i.e.: landowners (Rolls-Royce & Harpur Crewe), Developer (Miller Birch & Wilson Bowden) and the Innovation Centre (itself a partnership between DCC, several Universities and Rolls-Royce). The scheme will be delivered via an amendment to the existing agreed Infrastructure Delivery Agreement. This is a ***highly deliverable scheme*** and can be delivered at the outset of the Local Growth Fund (i.e.: early in 2015). Note the scheme has: • Planning consent in place; • Landowner agreement • A Developer in place • EA and Local Transport Authority approval; • A lead contractor in place (Balfour Beatty).	
Demonstrate **private sector commitment** to the Project/Programme	The private sector are contributing both land and finance to the delivery of this scheme in line with the, already agreed, Infrastructure Delivery Agreement.	
D2. Effective Governance		
Explain proposed **governance structure**, including reference to partners if appropriate	Derby City Council will be responsible for delivering this project. The SRO will be the Council's Head of Regeneration Projects (Greg Jennings). A project management structure already exists for the delivery of Infinity Park Derby and the Innovation Hub.	
Demonstrate that **adequate resource** will be committed by the promoter to develop the scheme	This scheme is a corporate priority for all of the identified partners above. Derby City Council have identified significant technical and project management resources (a combination of council resources and consultants) to deliver this project. The scheme has Full Council ***and*** all-party support within the Council.	
D3. Capacity and Risk Management		
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	Planning risk – consent is in place, although some minor amendments are required for the changes to the watercourse (which are strongly supported by the EA); Cost risk (incl construction risk) – a fixed price contract has been agreed with Balfour Beatty. Note design risk is excluded but the Council have agreed to take this risk; Weather/ ground conditions – included within the contractors risk; Demand risk – Independent market assessments have been carried out by JLL, AED international (hi-tech business park specialists) and Thomas Lister in addition to the internal assessments carried out by the Council and the two constituent companies forming the Developer JV (i.e. Miller Birch and Wilson Bowden). All have included that there is significant market demand for this park. Note also the first building (the Innovation Centre) will be opened immediately after the opening of the park itself.	
Briefly explain the most significant **construction / technical** risks and mitigation	The site has been subject to extensive site investigations and these have been taken into account in the scheme design and in the tender process. The contractor (Balfour Beatty) has priced to deliver the new link road on the basis that they take all risks (incl ground condition risk) with the exception of design risk (which lies with the Council as designer); this scheme will be a variation to this contract.	

Briefly explain the most significant **financial** risks and mitigation	Any cost over-run risks which fall outside the contract (with Balfour Beatty) will be taken by the Council.
Briefly explain the most significant **commercial** risks and mitigation	An Infrastructure Delivery Agreement is already in place between the Council, Developer and landowners.
D4. Procurement and Programme	
Demonstrate consideration of **procurement mechanisms** (technical support + contractors	An EU compliant framework was used to procure the contractor (Balfour Beatty). A range of specialist consultants have been engaged to support the project (again off EU compliant frameworks).
Demonstrate evidence of an achievable **programme** for delivery	Both the Council and Balfour Beatty have huge experience in delivering large infrastructure schemes. The Council delivered the Derby inner ring road completion works for example to time, specification and to budget. The project structure to deliver these works is already in place given that this scheme will simply be an amendment to the existing core infrastructure contracts. Works could start early (this financial year) if funds are available early.
D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	The Council have identified an SRO and client project manager to oversee the overall delivery of Infinity Park Derby. The Council have appointed an overall technical project manager (within the Highways Dept) supported by an external consultant project manager. A structure of project meetings is in place.
Explain how progress will be reported to the **general public and business community**	Via the project communication plan: press releases at key milestones; large signage at the two entrances to the site. Note D2N2's support will be acknowledged in relevant communications. The council also provides public progress reports to the local, public, Area Committee and to Cabinet.

Name of Programme	**South Derby Local Sustainable Transport Package**
Location	Across the Southern Derby area
Description of Scheme / Programme	Package of small scale capital infrastructure projects to facilitate sustainable low carbon travel choices, prioritised specifically to tie in with LSTF revenue behavioural change and marketing activities focused on influencing and supporting positive travel behaviour choices amongst the primary target audience of commuters, job seekers and those in training and education aimed at improving skill levels and readiness for work. Interventions include: • Business Grants (match funded); • Employment area travel improvements, e.g. public transport interchange / bus stop improvements, cycle parking; • Information communication technology e.g. smart tags, phone apps, journey planners, real time information, teleconferencing, flexible working; • Sustainable transport routes minor improvements, e.g. cycle contraflows, improved wayfinding, lighting & creative engagement interventions, toucan crossings; and • Establishment of broader travel opportunities e.g. cycle hubs (secure public parking), car clubs, cycle hire and electric charging infrastructure.
Strategic Case: demonstrate that there is a clear rationale for intervention.	
S1. Problems, Barriers to Growth and Rationale for Intervention	
Confirm **problem(s)** to be addressed	Increased economic growth and additional housing is likely to result in a number of negative impacts, including increased levels of congestion. Derby Area Transport Model (DATM) shows that population increase and further development results in a significant number of trips made, particularly by car. With no intervention, traffic volumes in Derby are expected to grow leading to more congestion. DATM predicts that between 2006 and 2026 the overall highway trip growth will increase in the weekday peak periods by 30%. The increase in trips will inevitably increase travel time as a result of congestion and additional traffic. DATM predicts that as a result of growth within its development plan, and no intervention, that the average journey time will increase by 7% during the AM and PM peak traffic hours. This will increase delay costs across the network of around £9 million per annum. This will constrain longer term sustainable growth in a number of ways, for the city as a whole, for businesses and for individuals. Lack of appropriate sustainable travel choices will exacerbate this situation and a constrained transport network will adversely impact the efficiency and resilience of current economic activity and both the actuality of a more congested network and the perception of a more congested network and poor local connectivity could act as a deterrent to future inward investment.
Explain how the problem(s) will **constrain economic growth** in the area	The cost of congestion is currently equivalent to around £300 per employee in Derby and will more than double by 2025. Increased congestion resulting from Derby's economic growth will quickly constrain longer term sustainable growth for the city if not addressed through the targeted investment and provision of higher quality infrastructure to enable a switch, by those that wish and those that are able, to more sustainable travel modes. Increased congestion will reduce the attractiveness of the city for inward investment (by way of congestion related costs for businesses), will impede the efficient movement of goods impacting on supply chain logistics and increased costs to consumers and lack of travel choices

	will not allow business to attract the right skills and retain the workforce. Businesses locating or expanding in Derby need a resilient, efficient and inclusive transport network in order to operate efficiently. These conditions are likely to attract inward investment. Access to car travel may also decline as fossil fuels become increasingly expensive, with an increasing proportion of our population becoming susceptible to transport poverty. Sustrans research (Locked Out,2012) has calculated 84% of people in Derby face a medium risk of transport poverty. This is higher than the England average. This means that Derby's households are at medium risk of finding themselves in future transport poverty through a combination of factors including where running a car is expected to cost more than 10% household income, where a significant proportion of the population live further than a mile from their nearest public transport service and where it would take longer than an hour to reach essential services by sustainable means. Sustrans have also calculated that 18% of people receiving Job seekers allowance are at risk of not being able to access employment due to lack of sustainable transport options in Derby when average income levels are also taken into account as a key factor. This again is slightly higher than the national average. Furthermore in a 2012 snapshot survey (142 respondents) by Derby city centre Jobcentre plus 52% of job seekers stated that transport is a significant barrier for getting back to work and that 92% of respondents said they would use subsidised public transport and 58% said they would cycle if they could access a subsidised bike, supporting the assumption that the provision of high quality (affordable) alternatives will ensure that business can attract and retain employees.
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	The objectives of the programme are • to support growth by to maximising the capacity and efficiency of the whole transport network by maximising travel by walking, cycling, public transport and the efficient use of cars and other vehicles; • to facilitate business efficiency, competiveness and resilience, through support to reduce transport related overheads, reduce exposure to increasing fuel costs and reduced exposure to costs of congestion; • to support residents of new housing developments to make sustainable travel choices (design, layout and infrastructure); and • to facilitate and support lower carbon economic growth.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	The Initial LSTF bid process prioritised the interventions for delivery that would seek the greatest impact in terms of facilitating lower carbon economic growth. The package was refined to focus on the target audience of commuters or those seeking work / entering the job market (rather than total population) and further refined to target employees and potential employees of Derby's key employment areas, focused in the South East of Derby and the City Centre (rather than city wide).
Demonstrate that the **optimal solution** has been identified	A geographically focused package of small scale low cost infrastructure interventions, aligned closely to behaviour change revenue programmes, has been shown to provide the biggest impact in terms of achieving mode shift to mitigate congestion from growth, improve access to employment and training and supporting businesses to reduce negative impacts of transport and implement their own budget saving sustainable, environmental and corporate social responsibility measures. This package has been further refined to recognise the significant

	unlocking of new housing and the need for supporting new residents to make sustainable travel choices in order to mitigate the wider network impacts of significant housing growth.
S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution.	The current LSTF programme, our bid to DfT for LSTF revenue funding and continuation of the programme up to 2021 has the support of Derby's Sustainable Transport Partnership, Climate Change Alliance and Derby Renaissance Board. The Sustainable Transport Partnership is a cross sector partnership including the Chamber of Commerce, Rolls Royce, Severn Trent, Bombardier, University of Derby, Derby College and Royal Derby Hospital, service providers such as Arriva, East Midlands Trains, Trent Barton, Derby and Derbyshire Wheels to Work, Bike Back Derby, Sustrans, ITP, organisations that represent a variety of transport users needs including Derby and Derbyshire Campaign for Better Transport, Confederation of Passenger Transport, Derby Cycle Group and a range of public sector supporters including Job Centre Plus and Public Health.
Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	
Describe the **outputs** from the Project / Programme (100 words max)	• Business Grants (match funded) to support installation of site based sustainable transport infrastructure e.g. cycle parking at businesses; • Employment area travel improvements e.g. public transport interchange / bus stop improvements, cycle parking; • Improved provision of Information communication technology e.g. smart tags, phone apps, journey planners, real time travel information, teleconferencing, flexible working; • Sustainable transport routes minor improvements to improve the provision of a coherent and continuous transport networks e.g. joining up over 100km of existing cycle ways, cycle contraflows, improved signage & lighting, toucan crossings; and • Establishment of broader travel opportunities e.g. cycle hubs (secure public parking), car clubs, cycle hire, electric charging infrastructure
E2. Outcomes: what the Project / Programme will achieve	
Describe the **outcomes** from the Project / Programme (100 words max)	The evidence base and business case for LSTF shows that the targeted package (in tandem with revenue interventions) can achieve: • 10% reduction in car use for business in the target area; • Unlocked development sites will establish a lower baseline of car use (compared to city wide and non intervention areas) upon being realised; • Increased bus patronage of up to 20% for target services; • Increased cycling (6% annual growth) based on evidence of Cycle Demonstration town and current LSTF (this would be significantly higher with the implementation of Connected Cycle City); and • No net worsening of congestion in a growing economy, it is estimated that a 10% reduction in commuter car use will enable us to accommodate an additional 3000 jobs (without an impact on congestion levels (and correlated air quality, noise and road safety).
E3. Impacts: how the Project / Programme will unlock sustainable economic growth	
Will the intervention **unlock new jobs**? Quantify no. of jobs and GVA if possible.	The provision of a fully integrated and sustainable multi modal transport network will, as part of a wider package of interventions, increase the attractiveness and viability of sites for development, including 48,000 existing and approx. 9050 new jobs, it will create the conditions to support business efficiency including growth and expansion, and will maximise the potential and increased density of development by

	maximising network efficiency and mitigate the effects of growth on increasing congestion.
Will the intervention **unlock new housing**? Quantify no. of houses and wider benefits if possible.	The provision of a fully integrated and sustainable multi modal transport network will, as part of a wider package of interventions, increase the attractiveness and viability of strategic housing sites, including 37000 existing and 10,000 new houses, it will create the conditions to support personal sustainable travel lifestyles, and will maximise the potential and increased density of development by maximising the network efficiency and mitigate the effects of growth on increasing congestion.
Identify **further economic effects**. Quantify GVA effects if appropriate.	Creating the conditions for improved business efficiency, which can attract inward investment and facilitate growth will be achieved through: • Improved staff recruitment and retention • reduced land take and maintenance costs for car parking • reduced overheads for business travel, including reduced delays • more efficient and cost effective supply chains, encouraging clustering and shortening supply chains • greater resilience to increasing fuel costs, network disruptions and unexpected events • housing locations that support sustainable lifestyles can be an important consideration to people moving to a new area. Increased active travel can contribute to improved health and wellbeing of both general population and local workforce.
E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability	
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative? Please explain.	There will be a positive impact on the local economically active population through the provision of increased local travel choices and opportunities. There will be a significant benefit for those that currently face a lack of travel choices or who are inhibited by costs of transport to gaining access to employment, attending interviews, training or education through the provision of greater travel choice and travel opportunities. There is likely to be an increasing proportion of the population who will find themselves in future transport (fuel) poverty. Broadening travel choices and local connectivity will support social inclusion. There will be wider health and well-being benefits from an increase in active travel. Maximising the potential of cycling, walking and public transport will also have a positive benefit on those who currently have little other choice than driving as it will free up capacity. As the programme is aimed at promoting positive choice there are few negative benefits.
Will the intervention result in an increase or decrease in **carbon emissions**? Please explain	This programme aims to decrease carbon emissions from transport and support lower carbon economic growth. A net reduction in carbon emissions will depend on the scale of intervention. The business case for the current LSTF programme indicated that a 10% reduction in car commuting to companies in the target area will result in a reduction in per capita car driver distance of about 370 km per year (based on average journey lengths for current car commuters to the area). Using the DfT Carbon Tool, we estimate that this reduction in car commuting will save about 1,970 tonnes CO_2 per year once the full growth in jobs has been realised. Savings from reduced use of cars for business travel will be additional to this. Small scale infrastructure provision and making best use of existing assets is less carbon intensive than large construction projects.
How will the intervention impact on the **natural and**	The infrastructure improvements are small scale and aim to facilitate benign forms of transport, or lessen the negative impacts of traffic across the target area, reducing harmful emissions, noise, visual

built environment? Please explain	intrusion and land-take of infrastructure. There are strong linkages to placemaking, an overall aim to encourage a shift to more benign forms of transport include improving the attractiveness and ease of movement and speed on a human scale.	
E5. Value for Money Assessment		
Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	A conservative estimate, based on congestion relief only and not wider benefits is 4.5:1 (Sloman et al 2010 – Effects of Smarter Choices programmes from Sustainable Travel Demonstration Towns)	
Financial Case: demonstrate adequate consideration of costs and funding strategy		
F1. Total Project Cost		
What is the **total cost** of the project? Explain the approach to costing.	£8 million	Approx £1 million p.a. based on the current 2013/14 – 15/16 LSTF programme of capital infrastructure investment. The aspiration in developing the detailed programme for 16/17 onwards is that capital infrastructure would be accelerated and front loaded to earlier than 18/19.
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£6 million	£1 million capital per year between 2015/16 up to 2021
How much **match funding** will be provided? Indicate sources.	£2 million	Minimum 20% match funding including: • c£1 million - DfT LSTF revenue programme – current bid in development; and • £1 million – capital and revenue from variety of sources including s106 (received and anticipated), grant funding match, private and commercial sector investment, Derby LTP Integrated Transport.
Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021		
D1. Partnerships for Delivery		
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	There is a shared commitment of the Sustainable Transport Partnership to delivery of this programme.	
Demonstrate **private sector commitment** to the Project/Programme	There are a number of private sector members including Rolls Royce, Severn Trent, Bombardier, Balfour Beatty, and the Chamber of Commerce and commercial transport operators who are members of the Sustainable Transport Partnership. There are a number of existing programme private sector recipients of LSTF grant schemes, all of whom have provided match funding (overall to date 150% match has been levered through this scheme), and there are examples of private sector companies that have been assisted through relocation and refurbishment e.g. the consolidation and relocation of Severn Trent. There is specific support and engagement to the LSTF programme from private sector developers, specifically Goodmans UK, this development site coming forward has the potential to create approx. 2,500 jobs. The current programme has also helped establish new businesses and directly created new jobs, such as bringing Bennetts warehouse into	

	use as a city centre cycle hub, including bistro , physio, and sales.
D2. Effective Governance	
Explain proposed **governance structure**, including reference to partners if appropriate	The governance of the current LSTF programme would be continued. The programme is delivered under the remit of Derby City Council's Corporate Capital Programme, overseen by the Strategic Asset Management Board (SAMB), and programmed managed via the Infrastructure Board. SAMB and the infrastructure board receive monthly delivery reports including financial and risk management reports. All issues, changes and risk mitigation measures are managed through this corporate process. The Sustainable Transport Partnership meet formally twice a year, with regular interim task and finish group activities and are key stakeholders for consultation and feedback on progress and future programme development.
Demonstrate that **adequate resource** will be committed by the promoter to develop the scheme	Cabinet approval has recently been sought to commit staff time to progress the application to the DfT's LSTF revenue fund, which also includes the aligned development and delivery of the LSTF capital programme. The current LSTF programme currently includes programme management, monitoring, evaluation and developing the legacy and sustainability of the programme. This resource will be focused toward the ongoing development of this programme.
D3. Capacity and Risk Management	
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	The risks to delivery are extremely low as significant elements of the package are not dependent upon statutory planning processes, land assembly or negotiations. The majority of the interventions are developed in partnership with third parties, or in the existing highway. We will bring forward the most successful interventions and schemes developed from the current ambitious LSTF programme.
Briefly explain the most significant **construction / technical** risks and mitigation	There are no significant construction / technical issues. The interventions are generally small-scale infrastructure schemes within the existing highway.
Briefly explain the most significant **financial** risks and mitigation	There are low financial risks, the most significant of which is securing ongoing longer term financial contributions from third parties. A number of financial contributions have been identified including • Match funding criteria for grant scheme • Match funding requirements for grant funding agreements • Investment in service improvements from commercial operators • Identification of match funding for 15/16 via commitment of s106 • Future s106 contributions / Community Infrastructure Levy from the relevant transport corridors will be focused to support these aims • Submission of application to the DfT LSTF revenue fund for £1m – some revenue support will be focussed towards increasing future viability of services to reduce level of financial support.
Briefly explain the most significant **commercial** risks and mitigation	There are low commercial risks. Some interventions will be delivered under contract, through delivery frameworks, through grant funding agreements or through grant awards. Associated risks will be managed through effective project management.
D4. Procurement and Programme	
Demonstrate consideration of **procurement**	There are no anticipated unusual procurement issues, with regards to the development of the detail of the programme or to the delivery of the infrastructure works which will be procured via the City Council's works

mechanisms (technical support + contractors	procurement framework, established in 2013.
Demonstrate evidence of an achievable **programme** for delivery	Initially a detailed one year programme for 15/16 will be developed and approved. During the delivery of the 15/16 programme the detail of the longer term programme up to 2021 will be developed, in consultation with stakeholders and key delivery partners, and approval sought, to be incorporated into the refresh of the Local Transport Plan Implementation Plan 2015+. **Key milestones:** 15/16 Detailed programme development - September 2014 15/16 Detailed programme approval – December 2014 15/16 Programme commencement – April 2015 16/17 – 2020/21 Detailed programme development – September 2015 16/17 – 2020/21 Detailed programme approval – December 2015 16/17 – 2020/21 Programme commencement – April 2016 AS a package of small scale capital enhancements there are no out of the ordinary or complex statutory processes to be undertaken, necessary consents such as planning consent, traffic management notices and traffic regulation orders will be progressed through our business cases and procurement required for the overall package but each of these will be considered on a scheme by scheme basis and will be managed through effective project management. Each project will identify specific milestones.
D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	The current LSTF programme has established a transparent and robust monitoring and evaluation framework. This has been developed in partnership with a small task and finish sub group of the Sustainable Transport Partnership. The intention is that there will be greater level and ease of data sharing amongst partners and wider stakeholders to support decision making, investment decisions and achieve economies of scale. There is also a wider national network of reporting around LSTF programme delivering and outcomes, facilitated by the Department for Transport. We report annually into this process.
Explain how progress will be reported to the **general public and business community**	The LSTF team reports via the Sustainable Transport Partnership, which includes organisations that represent the interests of both businesses and the public, e.g. the Chamber of Commerce, a number of private sector partners and Derby Cycle Group. Progress on the LSTF programme is shared with the public via the specifically developed Connected brand, its dedicated website, its social media platforms and targeted newsletters. The Sustainable Transport Partnership is currently engaged in the development of the future LSTF programme and will be engaged on an ongoing basis through to detailed programme approval.

Name of Programme	**Local Transport Connectivity Package**
Location	Derby City Centre and Southern Derby
Description of Scheme / Programme	A geographically focused package of small to medium scale capital infrastructure projects that will create and maintain the conditions for growth in the city centre and support unlocking the strategic sites in the Southern Derby growth area through maximising capacity, increased connectivity through travel choice, and improved resilience of the transport network. Integrated multi-modal programmes and works to include: • Strategic Network Management (SNM), including Strategic Intelligent Transport Systems (ITS); interventions at key junctions including Raynesway/A52, A52/A38 and A61/A38, including plans to share technology with HA to manage congestion; • Strategic Integrated Transport Schemes (SITS); multi modal corridor based interventions and pinch point schemes on the areas key arterial routes at London Road (A6), Osmaston Rd (A514), Uttoxeter Road (A516) Burton Road (A5250); • Pedestrian and cycle infrastructure; focussed interventions to remove pinch points / safety barriers completing strategic links; • Better by Bus schemes (BBB); route reliability and punctuality improvements in the area; • Optimisation of on-street and off-street parking; within the city centre to reduce unnecessary circulation; and • Critical Renewal & Refurbishment of Major Highway Culverts (CRRMHC), focussed intervention at specific locations where the strategic highway network would be severely affected as a result of a failure, Osmaston Road (A516), Mansfield Road and various City Centre locations.
Strategic Case: demonstrate that there is a clear rationale for intervention.	
S1. Problems, Barriers to Growth and Rationale for Intervention	
Confirm **problem(s)** to be addressed	The operation of the existing transport network needs to be maintained and adjusted in order to sustain and meet the increasing demands of the movement of goods and people to and around the City Centre, particularly to support the acceleration of growth at the strategic sites in Southern Derby and growth of the city. Derby area traffic model (DATM) predicts that between 2006 and 2026 the overall highway trip growth will increase in the weekday peak periods by 30%. The increase in trips will inevitably increase travel time as a result of congestion and additional traffic. DATM predicts that as a result of growth within its development plan, and no intervention, that the average journey time will increase by 7% during the AM and PM peak traffic hours. This will increase delay costs across the network of around £9 million per annum. Furthermore the loss of a strategic transport link as a result of a failure in the network can significantly reduce the capacity of the transport system.
Explain how the problem(s) will **constrain economic growth** in the area	With accelerated growth planned by the broad range of interventions to unlock and accelerate planned growth of strategic sites within this area the detrimental impacts predicted through DATM will be even more pronounced. With increased pace of development there will also be less time to allow natural adaptation and equilibrium to be reached. Without intervention to facilitate accelerated growth the negative impacts may have further adverse impacts that could act as a deterrent to future growth, such as perceptions for inward investors, and actual increasing costs of congestion. We estimate that the annual economic impact of congestion is £46 million and that it contributes significantly to the 372Kt of CO2 generated by

	transport each year. **SNM & SITS** – congestion and delays on the locally strategic road network create barriers to long term sustainability and increase travel, operating and time costs to organisations and individuals. A beyond capacity highway network will have a severe impact on economic growth and will constrain the delivery of new employment and housing. **Pedestrians and cycling** – not providing for walking and cycling will reduce travel choices and accessibility to services, goods and employment. **BBB** – key employment sites in the south of the city are not currently well served by public transport, which impacts on employees who do not travel by car and can restrict business access to labour markets. **CRRMHC** – failures impacting on the efficient operation of highway network will significantly impact on business competitiveness and reduce people's ability to access services, goods and employment. **Parking** –Management of the amount and type of parking is an important means of influencing overall levels of traffic demand, as well as the balance between the different trip purposes.
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	The primary objective of the scheme is to increase and maintain the efficiency and resilience of the Derby transport network to support the acceleration of growth and sustain the competitiveness of the city for future growth, including: • Supporting current city centre housing (approx. 2000) and economic activity (approx. 32,000 existing jobs); • Facilitating the growth of employment, in particular the City Centre Regeneration Framework and 179 hectares of employment and approx. 10,000 new jobs; and the future growth of 1,650 new homes across the City Centre. • Directly supporting the growth of employment at strategic sites in southern Derby, in particular, Infinity Park, Pride Park, and Derby Commercial Park, which combined accounts for .10,500 jobs. • Supporting the future growth in 19,000 homes, mainly located across the southern half of the Derby Urban Area, maintaining access to jobs and services.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	Do nothing option has been rejected as evidence from DATM shows that the impact of development without interventions and mitigation would result in significant increase of traffic and delays and associated costs and would not enable accelerated growth of strategic sites The development of a City wide package was rejected on the basis that modelling of various packages for LTP at a city wide level, although providing a wide range of benefits, is not affordable at a whole city scale that would be required and that a geographically targeted approach, as tested through the core strategy mitigation package testing will specifically help unlock strategic sites identified for accelerated growth. There are a range of options considered at a project level to ensure that the optimal integrated package is delivered: **SNM** – the issues and appropriate options have been scoped with neighbouring local authorities and the Highways Agency. It has been agreed that network management systems and technology need to be opened up to integration across the highway authorities. **SITS** – Options have been drawn that provide an integrated package of transport improvements to most of the radial corridors in Derby. These combine sustainable travel improvements, public transport improvements and traffic management improvements. The schemes are generally car

	neutral and seek to better integrate different modes of transport and improve the efficiency of the network. Elements of these schemes have been delivered through capital and developer funding but a significant number of schemes still need to be funded. **Pedestrians and cycling** – Consultation on Derby's Long Term Transport Strategy highlighted there are gaps in the network and opportunities for improvements. Walking and cycling improvements were generally tested using the Derby Area Transport Model (DATM), for trips to the City Centre, by making small adjustments to walk and cycle travel times to represent improvements in infrastructure. Over all the results showed that there is a demand for walking and cycling and for commuters infrastructure improvements led to a 36% increase in these modes. Travel by car reduced by 1% leading to an average reduction in delays during the peak traffic hours of 4%. **BBB** – research has shown that there are three key issues that discourage people from using bus services: reliability and punctuality of services, the cost of travel and problems such as poor waiting facilities and information. The experience of our current Better by Bus programme has shown that there are real benefits to introducing a package of measures that deals with all of these concerns in a coordinated way. Measures include automatic vehicle location to improve bus reliability, improvement to bus infrastructure like new shelters and RTI and an expansion of the smart ticketing project to improve the affordability of bus services. The **parking stock** within the City Centre is becoming old and changes in land use over recent years has changed travel patterns and the demand to access different areas. A parking study was carried out by consultants in 2009, which developed the long term parking strategy for the city centre. **CRRMHC** – condition surveys and principal inspections have been carried out on all culverts, principal roads and bridge structures, which have identified serious deterioration. There is no alternative solution to replacing the culverts: addressing non-compliant matters is the only solution.
Demonstrate that the **optimal solution** has been identified	The optimal solution, identified through the core strategy modelling mitigation testing has shown that a geographically focussed integrated package will maximise the connectivity and resilience of the existing transport network in a cost effective way by minimising the investment required for large scale new infrastructure, whilst making a significant contribution to Derby's continued economic growth.
S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution.	The city council is committed to working closely with internal and external stakeholders. We have established relationships with key stakeholders like the Highways Agency, the Environment Agency, Severn Trent and neighbouring local authorities, which are especially relevant to this package of schemes We consult on the delivery of infrastructure projects with Neighbourhood Boards and Forums to understand the views of local residents. We also engage on our overall programme with organisations via our Sustainable Transport Partnership and Strategic Bus Partnership. Membership includes the Chamber of Commerce, Rolls Royce, Severn Trent, Bombardier, University of Derby and Royal Derby Hospital, public transport service providers including Arriva, East Midlands Trains, Trent Barton, and organisations that represent a variety of transport users' needs including Derby and Derbyshire Campaign for Better Transport, Confederation of Passenger Transport, Derby Cycle Group and a range of public sector including Public Health.

Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	
Describe the **outputs** from the Project / Programme	The outputs from the programme will be a range of small to medium scale infrastructure interventions that will make full use of the transport network by safely maintaining the existing asset, maximising its capacity or providing better connectivity through the introduction of better facilities or controls to manage and integrate different transport demands. Individual outputs would include: • Strategic Integrated Transport corridor travel improvements e.g. bus stop improvements, cycle contraflows, improved signage & lighting, pelican / toucan crossings, replacement of Highfield lane Footbridge; • Transport improvements at key sites e.g. public transport interchange, cycle parking, car parking, enhanced footways; • Increased efficiency of the transport network: improved information communication technology (e.g. intelligent transport systems, urban traffic management control) and enhance or provide up to 6 signalised strategic junctions per year; and • Increased resilience of the transport network e.g. 12.2 kilometres of footpath resurfacing, 6.1 kilometres of carriageway renewal, 389 metres of critical strategic highway culvert renewals, refurbishment of Pentagon Island Bridge Joints.
E2. Outcomes: what the Project / Programme will achieve	

Describe the **outcomes** from the Project / Programme	The programme of schemes will facilitate the delivery of a wide range of objectives, beyond those directly associated with transport, bringing significant benefits to transport users and those who live and work within the area. Individual outcomes includes:
	• Increased network capacity
	• Improved access to employment and housing development sites
	• Increased retail footfall
	• Improved links and connectivity between residential and city centre employment sites
	• Reduced congestion resulting in increased business competitiveness,
	• Increased amounts of travel by sustainable modes:
	  ○ Improved bus patronage
	  ○ Increased numbers of cyclists and walkers
	• Reduced journey times
	• Reduced carbon emissions
	• Reduced casualties
	• Wider benefits of improved health (active travel and improved air quality) and social inclusion e.g. access to jobs

E3. Impacts: how the Project / Programme will unlock sustainable economic growth	
Will the intervention **unlock new jobs**? Quantify no. of jobs and GVA if possible.	The improved connectivity, resilience and safety of the transport network through improved management will support growth, in particular, by improving accessibility to workplaces, facilities and services. The package will support the development of around 179 hectares of development in the city centre and 8,300 jobs and approximately 10,500 jobs across southern Derby strategic sites. This scheme will also support the competitiveness of approx. 32,000 existing city centre jobs approximately 48,000 existing Southern Derby jobs.

Will the intervention **unlock new housing**? Quantify no. of houses and wider benefits if possible.	There are around 1730 dwellings identified in the City Centre (including OCOR unlocked sites) as part of the preferred core strategy development plan. In particular, strategic housing sites such as Castleward (800) and DRI (400) are on brownfield sites that are constrained in transport terms by the existing transport network. As such, investment to maximise the capacity of the transport network, particularly public transport and sustainable travel modes, is the only means of supporting growth. Facilitating the growth of employment, in particular the City Centre Regeneration Framework and 179 ha of employment and approx. 10,000 new jobs; and the future growth of 1,650 new homes across the City Centre. The scheme will also support the accessibility of existing residential population of southern Derby of approximately 37000 existing households and support future residents of planned 10,000 new houses,
Identify **further economic effects**. Quantify GVA effects if appropriate.	-
E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability	
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative? Please explain.	The efficiency, resilience and safety of the transport network support a wide distribution of people from different social economic backgrounds, there will be a specific positive impact of improved travel choices and improved accessibility to employment for residents in the city where there are currently higher levels of deprivation, unemployment, lower car ownership and higher risk of transport poverty. A failure in the network reduces the quality of peoples' lives, reduces accessibility, connectivity and has both a direct economic impact on travel time to workplaces, facilities and services and wider economic growth.
Will the intervention result in an increase or decrease in **carbon emissions**? Please explain	Derby suffers heavily from peak hour traffic congestion. Our road network is becoming more crowded and we are less able to cope with unexpected network interruptions. We estimate that the annual economic impact of congestion is £46 million and that it contributes significantly to the 372Kt of CO2 generated by transport each year. Improving the efficiency of the existing network, and maintaining public and sustainable travel links reduces the impacts of congestion and maintains mode share of non-car modes.
How will the intervention impact on the **natural and built environment**? Please explain	There will be a range of specific scheme impacts but the overall the programme will have a neutral or slight positive impact to enhance the built and natural environment, for example: CRRMHC – this work will seek to improve water quality, thereby improving biodiversity benefits in line with national and European policies. Equally, watercourses are returned to their natural state wherever practicable, thus improving environmental benefits. Maximising the existing transport asset, focusing on improved provision for sustainable transport modes, rather than investment in new infrastructure, helps protect the natural environment, reduces the use of raw materials and minimises construction.
E5. Value for Money Assessment	
Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	Estimated range of 2.4 – 15 for individual schemes. Packages will be developed to maximise BCR. Maximising and enhancing the existing transport system, such as Urban Traffic Management and Control (UTMC) and Intelligent Transport Systems (ITS), can provide significant benefits to network operation for relatively low cost. Studies by the University of Leeds and DfT have demonstrated that UTMC investment can return a BCR of 2.4; and bus

	priority improvement return a BCR of 2.8. Schemes that improve the quality and resilience of the existing asset can return BCRs of around 4.0, particularly when safety improvements are made as part of the scheme. Sustainable travel initiatives can reduce congestion, improve local environments and encourage healthier and safer lifestyles. If planned effectively, sustainable travel can be part of the solution for a wide range of local priorities and can deliver tangible benefits. Studies have demonstrated that these types of measures can return a BCR of 15, particularly where improvements to linkages and safety are introduced. A focused package of interventions that seeks to maximise the integration of all modes of travel will maximise the capacity of the whole transport network and enable sustainable growth for Derby and will have the highest BCR.	
Financial Case: demonstrate adequate consideration of costs and funding strategy		
F1. Total Project Cost		
What is the **total cost** of the project? Explain the approach to costing.	£13.7 million	Based on an annual programme of approx. £2.3m
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£11.4m	Approx. 80% of an annual programme of £2.3m
How much **match funding** will be provided? Indicate sources.	£2.3m	Approx. 20% match funding from various sources including the LTP Maintenance block funding, LTP integrated transport Block and Section 106 contributions.
Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021		
D1. Partnerships for Delivery		
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	There is a shared commitment to the delivery of this programme, by way of the Sustainable Transport Partnership	
Demonstrate **private sector commitment** to the Project/Programme	The aforementioned Sustainable Transport Partnership includes a number of private sector members including Rolls Royce, Severn Trent, Bombardier, Balfour Beatty and the Chamber of Commerce. Local commercial transport operators are also key members of this group, they continue to contribute to this package through annual investment in their vehicle fleet as well as our smart ticket project.	
D2. Effective Governance		
Explain proposed **governance structure**, including reference to partners if appropriate	The programme is delivered under the remit of Derby City Council's Corporate Capital Programme, overseen by the Strategic Asset Management Board (SAMB), and programmed managed via the Infrastructure Board. SAMB and the Infrastructure Board receive monthly delivery reports including financial and risk management reports. All issues, changes and risk mitigation measures are managed through this corporate process.	
Demonstrate that **adequate resource** will be committed by the promoter to develop the scheme	There are existing skills and capacity within the City Council's Planning, Highways and Traffic service areas and framework delivery partners to develop and deliver integrated transport packages as part of the Corporate Capital Programme.	

D3. Capacity and Risk Management	
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	Delivery risks are very low as significant elements of the package are not dependant on planning processes, land acquisition or negotiations.
Briefly explain the most significant **construction / technical** risks and mitigation	These could include unforeseen ground conditions, TMA requirements, contractor capacity and unfavourable weather. We would seek to mitigate these by effective project management and scheme specific intervention, e.g. undertaking trial holes and other investigations during detailed design, early discussions/programming with Network Management colleagues, forward planning/early contractor involvement and undertaking the delivery of schemes that could be impacted by weather conditions at optimum times of the year, where practicable.
Briefly explain the most significant **financial** risks and mitigation	The financial risk is low due to the project and programme management principles and guidelines that are adhered to
Briefly explain the most significant **commercial** risks and mitigation	There are very few commercial risks. Schemes will be delivered under contract, via delivery frameworks. Any risks identified will be managed through adherence to our project and programme management principles.
D4. Procurement and Programme	
Demonstrate consideration of **procurement mechanisms** (technical support + contractors	Schemes are delivered by either our in-house highway network service or by contractors who are part of the framework contract service. Very technical projects, for instance bridge repairs might use particular, specialist contractors.
Demonstrate evidence of an achievable **programme** for delivery	Initially a detailed one year programme for 15/16 will be developed and approved. During the delivery of the 15/16 programme the detail of the longer term programme up to 2021 will be developed and approval sought, this will be incorporated into the refresh of the Local Transport Plan Implementation Plan 2015+. **Key milestones:** 15/16 Detailed programme development – September 2014 15/16 Detailed programme approval – December 2014 15/16 Programme commencement – April 2015 16/17 – 2020/21 Detailed programme development – September 2015 16/17 – 2020/21 Detailed programme approval – December 2015 16/17 – 2020/21 Programme commencement – April 2016 Each scheme within the package will be managed by an allocated Project Manager, following established project management principles, governed by Derby City Councils Strategic Asset Management Board and Programme managed under the remit of the councils Infrastructure Board. This will include specific milestones and the identification of any required statutory processes, business case development or procurement.
D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	Our current Local Transport Plan, LTP3 and the associated Implementation Plan have a monitoring and evaluation framework. We are also corporately required to report financial and delivery programme to Council Cabinet, via the Infrastructure Programme Board and Strategic Asset Management Board.
Explain how progress will be reported to the	Quarterly progress reports are prepared and shared with ward members and neighbourhood boards and forums. The business community are

general public and business community	engaged via the Strategic Transport Partnership, whose membership includes the Chamber of commerce and a number of private and public sector partners.

Name of Programme	**South Derby Connections for Growth**
Location	South Derby Connections for Growth will provide critical network improvements to unlock housing development and employment growth to the south of the City. Key elements include: • the South Derby Integrated Transport Link, which will allow the development of a major site of over 2000 dwellings between the city boundary and the A50, and link it to a major employment area between Sinfin and Chellaston wards; • improvements to the A50 junction at Chellaston; • development of a Park and Ride site to support a 3000 dwelling development at Boulton Moor; and • site related improvements to maintain network efficiency and support growth across the area.
Description of Scheme / Programme	Phase one of the **South Derby Integrated Transport Link** will provide a reliable and sustainable 3.2km multimodal transport route between an area of significant housing growth, where the transport network is severely constrained, and Infinity Park, which is an approximately 100ha area of major employment growth and regeneration. As well as direct benefits in terms of being able to deliver greater housing numbers and facilitate economic development, the Link will have wider benefits for the area, providing better route choices, improving the performance of the existing network, facilitating sustainable transport choices and supporting economic and environmental objectives. Improvements to the **A50 junction at Chellaston**, including slip widening and signalisation, are required to maintain connectivity to the Strategic Road Network and manage the impacts of traffic growth on the strategic and local road networks. **Boulton Moor park and ride** and corridor improvements will provide a vital sustainable transport option to support major development and network efficiency on a key route into the City. This will include construction of a park and ride site, associated infrastructure and bus priority measures to support a fifteen minute service frequency. To enable major development sites come forward quickly, associated **network improvements** are required to support the increased movement of people and goods across the city, for example junction improvement schemes such as the A6 at Boulton Moor.
Strategic Case: demonstrate that there is a clear rationale for intervention.	
S1. Problems, Barriers to Growth and Rationale for Intervention	
Confirm **problem(s)** to be addressed	Major housing development has been proposed to the south of Derby including several strategic sites, each of up to 3000 houses, which are needed to meet the Derby Housing Market Area housing requirement by 2028. The locations are desirable and relatively sustainable, adjacent to large areas of employment and local facilities. However, the transport network in the area is severely constrained with many junctions over the capacity at which they can function effectively. This was also identified in the South Derbyshire Public Inquiry, which identified that growth at this level could not be supported without substantial mitigation such as the Link would provide. In addition, the Highways Agency will not support the required level of development without improvements to the A50 junction at Chellaston to maintain the functioning of the Strategic Highway Network and the agreed package of improvements at Boulton Moor.
Explain how the problem(s) will **constrain economic growth** in the area	The required level of housing growth in the Derby Urban Area cannot be supported without strategic network improvements to the south of Derby. Without strategic growth to the south of the City, the ability to deliver sufficient new housing in the Derby Housing Market Area will be severely

	undermined. Without nearby housing to support the labour market, the adjacent major areas of employment will continue to attract employees from further afield, causing additional impact on the already constrained transport network, undermining business efficiency and constraining further economic growth. The potential extension of Infinity Park into South Derbyshire would also require the South Derby Integrated Transport Link, without which the attractiveness of ongoing inward investment in the area will be undermined.
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	The primary objectives of the scheme are: • Provide sufficient capacity on the transport network to allow the effective and sustainable delivery of housing requirements amounting to 19,000 new dwellings in and around the urban area by 2028; • Improve the efficiency and resilience of the transport network to the south of Derby to help to support the significant planned and future economic growth in the immediate area; and • Provide vital links between strategic housing developments, a major area of employment growth and regeneration and the city centre.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	The development of the Derby HMA aligned Core Strategies has involved detailed investigation of potential housing and employment sites and a range of potential mitigation scenarios within an extensive evidence base. The level of anticipated growth cannot be supported on the transport network without significant intervention. Partners and stakeholders contributed to the compilation of an exhaustive list of potential mitigation measures for consideration. Strategic mitigation options were tested in DATM, the Derby Area Transport Model, to understand the relative effects on the functioning of the network. Of these, the South Derby Link Road was found to be the most effective and deliverable single option. Improvements to the existing A50 junction are also a requirement by the Highways Agency but will also provide significant improvements for local traffic. In addition, Boulton Moor corridor improvements and Park And Ride are part of a tested and agreed package to bring the 3000 dwelling development forward, again in conjunction with Partners including the Highways Agency. Testing of other options, such as a new junction on the A50 south of Sinfin and the widening of Stenson Road Bridge, did not indicate the same level of benefits from the necessary investment and also incurred disbenefits.
Demonstrate that the **optimal solution** has been identified	The impact of anticipated growth to the South of Derby cannot be accommodated on the network without intervention. The combination of proposed Connections for Growth mitigate a significant proportion of the impact of growth in the immediate area but also have wider network benefits and added value in terms of providing a wider variety of routing choices and sustainable travel options. The Connections for Growth do not incur the significant disbenefits associated with other options and have been agreed by partners and stakeholders as the most appropriate means to unlock housing growth and support the accelerated development of key areas of employment and regeneration.
S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution.	South Derby Connections for Growth are a package of cross boundary measures that have been agreed by the Derby Housing Market Area partners and stakeholders such as the Highways Agency through the development of the aligned Core Strategies. This has also included statutory periods of public consultation for each Core Strategy at appropriate stages of development. In 2013, the highways authorities of Derby City Council, Derbyshire County Council and the Highways Agency

	issued a Joint Position Statement identifying the evidence based preference for the South Derby Integrated Transport Link rather than the alternative option of a new A50 junction. The remaining identified Connections for Growth continue to be refined through a process of open collaborative development. Within Derby City partners are further engaged through the Sustainable Transport Partnership, which is a cross sector partnership including the Chamber of Commerce, Rolls Royce, Severn Trent, Bombardier, University of Derby, Derby College and Royal Derby Hospital, service providers such as Arriva, East Midlands Trains, Trent Barton, Derby and Derbyshire Wheels to Work, Bike Back Derby, Sustrans, ITP, organisations that represent a variety of transport users needs including Derby and Derbyshire Campaign for Better Transport, Confederation of Passenger Transport, Derby Cycle Group and a range of public sector supporters including Job Centre Plus and Public Health.
Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	
Describe the **outputs** from the Project / Programme	3.2 km of new integrated transport network, directly connecting 2000 new homes to a 100ha area of employment growth and regeneration. It will also provide capacity on the network by providing viable sustainable transport options including new and improved public transport facilities and services, linking 3000 homes to major areas of employment including the city centre, and allow the network to continue to accommodate additional vehicle movements via improvements to key junctions.
E2. Outcomes: what the Project / Programme will achieve	
Describe the **outcomes** from the Project / Programme	Phase 1 of the South Derby Integrated Transport Link is required to unlock a development of 2000 houses at Wragley Way, as well as providing network wide benefits. Constraints in the area will be eased through the provision of more routing choices. Congestion will be reduced and environmental benefits will be derived from this and the increased cycling mode share from the housing to the employment site that will be supported by appropriate facilities on the integrated transport route. Improvements to the A50 junction at Chellaston will allow the functioning of the Strategic Road Network to be maintained and allow the Highways Agency to support growth to the South of Derby. The delivery of an effective Park and Ride and corridor improvements will allow the 3000 dwelling development at Boulton Moor to come forward, increasing public transport mode share with associated benefits for overall network capacity. The combined package will result in an effective and resilient transport network that can support the required 19,000 houses in the Derby Urban Area.
E3. Impacts: how the Project / Programme will unlock sustainable economic growth	
Will the intervention **unlock new jobs**? Quantify no. of jobs and GVA if possible.	Delivery of Phase 1 of the South Derby Integrated Transport Link will unlock the future extension of Infinity Park beyond the city boundary into South Derbyshire. Overall this will allow the development of an additional 20ha of employment land, with up to 2000 predicted associated new jobs.
Will the intervention **unlock new housing**? Quantify no. of houses and wider benefits if possible.	South Derby Integrated Transport link will directly unlock a development of 2000 houses at Wragley Way and the delivery of the Park and Ride and corridor improvements will support the delivery of a further 3000 dwellings at Boulton Moor. The improvements to the A50 junction at Chellaston are required to support the increased traffic resulting from growth through Core Strategy allocations and the combined effects of the South Derby Connections for Growth support the delivery of 19,000 houses in the Derby Urban Area through the provision of an effective and resilient transport network.

Identify **further economic effects**. Quantify GVA effects if appropriate.	Implementing the South Derby Connections for Growth will reduce the effects of congestion on the economy and the environment through the delivery of an efficient and resilient transport network with smooth transition between local and strategic routes. This has demonstrable benefits for business efficiency and for the attractiveness of the area to further business development. The improvements will also allow the juxtaposition of large housing developments with areas of significant employment and regeneration, allowing sustainable strategic growth, with a large, mobile labour market able to access major employment areas by a variety of transport modes and sustainable options.	
E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability		
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative? Please explain.	South Derby Connections for Growth will provide significant benefits for all people living and working in Derby through transport network improvements and increased travel choices. In particular, the South Derby Integrated Transport link will allow large movement of people from a significant area of social deprivation at Sinfin to access the major employment growth at Infinity Park.	
Will the intervention result in an increase or decrease in **carbon emissions**? Please explain	South Derby Connections for Growth will contribute to the mitigation of a significant proportion of the increased carbon emissions associated with the trips generated by the predicted growth. The improved sustainable travel options and reduced queuing on constrained areas of the network with the interventions contribute to an estimated 66% of additional carbon emissions being mitigated, according to modelled outputs.	
How will the intervention impact on the **natural and built environment**? Please explain	The sustainable transport improvements within South Derby Connections for Growth will help to limit the additional lone occupancy car trips associated with housing and employment growth. This will have benefits for noise and air quality. In addition, the better functioning network will allow better traffic flow rather than stop-start driving that can adversely affect air quality. Interventions identified seek to make the best use of existing infrastructure, only creating new elements of the network where other options are exhausted. Measures will be designed and delivered sympathetically to their environment and to enhance sense of place.	
E5. Value for Money Assessment		
Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	Modelling work to date has indicated that the schemes will provide significant benefits. Value for money cases have not been developed yet but we would expect the South Derby Connections for Growth to have a high overall benefit to cost ratio based on the journey time savings that they will provide.	
Financial Case: demonstrate adequate consideration of costs and funding strategy		
F1. Total Project Cost		
What is the **total cost** of the project? Explain the approach to costing.	£23.55 million plus land costs for the South Derby Integrated Transport Link	Costs for the South Derby Integrated Transport Link have been estimated based on construction of the similar T12 link road. The estimate for Phase 1 between Stenson Road and the T12 is **£14m plus land costs.** The improvements to the A50 junction at Chellaston are anticipated to be up to **£2m**. Construction of a Park and Ride Site at Boulton Moor is an estimated **£3.75m** Supported public transport services to support the Park and Ride service are an estimated **£1.8m** for a total of five buses for three years Other site related improvements to maintain network efficiency and support growth across the area are an estimated **£2m**

F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£11.75 million plus land costs for the South Derby Integrated Transport Link	Providing **£6m** plus land costs towards the delivery of the South Derby Integrated Transport Link will lever £8m of developer contribution to provide the section of the link that runs through their site. Up to £**1m** for the A50 Chellaston Junction improvements will be matched by developer contributions. Providing **£3.75m** for the Park and Ride construction will allow a £1.8m contribution from developers to pump prime the frequent bus service for three years Providing **£1m** towards other site related improvements to maintain network efficiency and support growth across the area will allow an additional £1m to be sought from developers.
How much **match funding** will be provided? Indicate sources.	£11.8 Million	Developer contributions will provide £11.8m of the £23.55m total (see box above). In addition Derby City Council and South Derbyshire District Council will contribute by absorbing the costs of scheme design and preparation.
Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021		
D1. Partnerships for Delivery		
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	The South Derby Integrated Transport Link is a cross boundary scheme agreed in principle by the Derby HMA partners including Derby City Council, Derbyshire County Council, South Derbyshire District Council and the Highways Agency. Scheme design and appropriate contributions will be agreed between the partners. Discussions have already been held with relevant developers who would contribute to and benefit from the link to unlock their housing and commercial developments and all are keen to work together to ensure delivery. The Highways Agency, Derby City Council and Derbyshire County Council have agreed to continue collaborative development of the A50 Chellaston junction improvements to maximise the benefits for both the local and strategic road networks. Developer contributions have already been agreed to contribute towards the cost of the improvements. Boulton Moor Park and Ride and corridor improvements have been agreed by Derby City Council, Derbyshire County Council, South Derbyshire District Council, the Highways Agency and the developer. The scheme is currently being refined to ensure that benefits are maximised so that the development can be brought forward as quickly as possible. Site related improvements to maintain network efficiency and support growth across the area will be addressed in partnerships relevant to the specific circumstances, for example, improvements to the A6 junction will be managed by partners involved in the adjacent Boulton Moor development.	
Demonstrate **private sector commitment** to the Project/Programme	Developers of residential and commercial sites that will benefit from South Derby Connections for Growth have already been involved in discussions about elements that they can either deliver or provide funding for. For Phase 1 of the South Derby Integrated Transport Link this will equate to more than half of the costs of delivering the scheme, not including land costs for the short length of link outside the developments. For Boulton Moor Park and Ride, the developer has committed to providing	

	the land and pump priming the high frequency bus service to support the site. For the junction improvements, developers of the closest sites will provide contributions to the costs of the improvements, some of which have already been secured through S106 agreements.
D2. Effective Governance	
Explain proposed **governance structure**, including reference to partners if appropriate	The South Derby Connections for Growth will be delivered under the remit of Derby City Council's Corporate Capital Programme, overseen by the Strategic Asset Management Board (SAMB), and programmed managed via the Infrastructure Board. SAMB and the infrastructure board receive monthly delivery reports including financial and risk management reports. All issues, changes and risk mitigation measures are managed through this corporate process. For cross boundary elements South Derbyshire District Council and Derbyshire County Council will be key partners in the decision making processes and the Highways Agency will continue to be a key consultee where appropriate. The project will be led by Derby City Council as the highway authority with the most significantly affected network resulting from the residential and employment growth that can be unlocked in the area.
Demonstrate that **adequate resource** will be committed by the promoter to develop the scheme	As previously demonstrated for other key infrastructure projects, Derby City Council will set aside appropriate budget and resources to enable efficient scheme design and project delivery. Where appropriate, for cross boundary projects, contributions will be sought from partners to support these mutual aims. The development process for the aligned Derby HMA Core Strategies has ensured that Senior Management Teams from each authority have agreed to and will actively support the schemes contained within South Derby Connections for Growth to unlock the identified major residential and commercial development sites.
D3. Capacity and Risk Management	
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	The most significant risks to overall delivery of the programme will be third party negotiations and land acquisition. However, this has been largely mitigated by beginning discussions early and because of the significant benefits for all those involved. Planning permissions will be required in certain circumstances but effective project planning will ensure these are secured in a timely fashion to expedite delivery.
Briefly explain the most significant **construction / technical** risks and mitigation	Junction improvements, especially on the A50, will incur restricted working hours to minimise effects on the network during delivery. This will be planned and managed effectively through negotiation with partners and using experience from similar schemes such as the Pinch Point improvements currently underway on the A38. There is a small risk of specialist construction needs in delivering the South Derby Integrated Transport Link, as it may pass through areas with drainage issues. However, this has recently been overcome in the T12 project and will be identified and addressed early in the process if necessary.
Briefly explain the most significant **financial** risks and mitigation	Land acquisition may pose the most significant financial risk to the South Derby Integrated Transport Link but this will be mitigated by early discussion and negotiation. The risk of reduced financial contributions from developers for all elements of South Derby Connections for Growth will be mitigated through legally binding developer agreements and effective planning to ensure required contributions are realistic and appropriate.
Briefly explain the most significant **commercial** risks and mitigation	The delivery of South Derby Connections for Growth will have significant benefits for all partners including local highways authorities, local authorities and developers. This minimises the commercial risks, which

	can be further mitigated by prompt delivery of schemes, ongoing discussion and collaborative working. Schemes will be delivered under contract, via delivery frameworks. Any risks identified will be managed through adherence to our project and programme management principles.
D4. Procurement and Programme	
Demonstrate consideration of **procurement mechanisms** (technical support + contractors	Schemes are delivered by either our in-house highway network service or by appropriate contractors. Works contractors are procured through a tendering process and experience from the delivery of previous similar schemes will be drawn on to ensure best practice is employed in all areas.
Demonstrate evidence of an achievable **programme** for delivery	For the South Derby Integrated Transport Link, based on experience from effective and expeditious planning of the 2.3km long T12, it is anticipated that the completion of a business case, securing planning powers and procurement of a works contractor can be achieved by 2018 followed by construction of the 3.2 km link in an 18 month period. For junction improvements and the Park and Ride site construction there is also a wealth of experience to draw on and significant amounts of work have already been undertaken to ensure that statutory processes, business case development, procurement and construction can be achieved and unlock growth before 2021.
D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	Each element of South Derby Connections for Growth will have specific measurable objectives and a detailed monitoring and evaluation programme including post opening evaluation where appropriate. We are also corporately required to report financial and delivery programme to Council Cabinet, via Infrastructure Programme Board and Strategic Asset Management Board.
Explain how progress will be reported to the **general public and business community**	The South Derby Connections For Growth schemes are being publicised through the Core Strategy development processes and public consultations and also through the planning process as developments such as Phase 1 of Boulton Moor start to come forward. Early and ongoing discussions with developers of residential and commercial sites in the South Derby area allow ongoing consultation and scheme specific consultation will also be undertaken at appropriate opportunities within project development. Partners are further engaged in Derby City through the Sustainable Transport Partnership, which is a cross sector partnership outlined in section S4.

Name of Programme	**Woodville-Swadlincote Regeneration Route**
Location	Woodville/Swadlincote, South Derbyshire
Description of Scheme / Programme	Provision of highway link 0.9km in length with adjacent footway/cycleway, to enable development of land for employment in an area which is successful in attracting inward investment. This would link to a section of road already provided in association with development and create a through route able to serve as a development distributor and to provide relief to congested sections of the A511 and A514 Principal Roads within Woodville (which lies immediately to the east of, and abuts, Swadlincote).
Strategic Case: demonstrate that there is a clear rationale for intervention.	
S1. Problems, Barriers to Growth and Rationale for Intervention	
Confirm **problem(s)** to be addressed (max 100 words)	South Derbyshire has been one of the fastest growing areas in the country over the last decade, based upon the reuse of Brownfield sites to accommodate large scale employment and residential development. The District has attracted high levels of inward investment from global companies and facilitated the expansion of indigenous enterprises. Over the period 2001-2011, population growth in South Derbyshire was the fifth fastest in the country outside of the South East. The continued success of the District in attracting inward investment requires the supply of suitable serviced locations and measures to limit impacts on existing traffic congestion. Woodville offers the opportunity to provide employment land on brownfield sites adjacent to housing areas. It does, though, experience significant congestion at the 'Clock' junction of the A511 and A514 which acts as a disincentive to investment.
Explain how the problem(s) will **constrain economic growth** in the area (max 200 words)	The supply of land in suitable locations for development must be addressed if the pace of inward investment within South Derbyshire is to be maintained. This carries viability issues, with some sites feasible for housing development but not employment. Allied to this, and exacerbated by the District's success in attracting investment, traffic congestion has the potential to deter investors because of the uncertainties it causes for travel times. The Regeneration Route, though, delivers benefits against both of these, relieving existing Principal Roads and a key junction for which no on-site solution is feasible. The Woodville Regeneration Area extends to 71.5 Hectares, of which approximately 23 Ha is poorly restored former mineral workings. A further 12 Ha is occupied by vacant and/or derelict industrial premises. Once the industrial heart of Swadlincote and home to numerous ceramics factories and coal mines, it is now a vast untapped resource that blights the town. This significant site is key to the future prosperity of Swadlincote, presenting an opportunity to re-use poorly restored land to provide much needed space for businesses and homes in the Swadlincote area. The vast majority of the area is in private ownership.
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	▪ To facilitate development of 35ha of land for employment; and ▪ To reduce congestion on the A514 and A511 approaches to the 'Clock' junction.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	No alternatives for relief to the existing road network are available. The improvement of the 'Clock' junction has been investigated at length but would require significant property acquisition and would bring no regeneration opportunities. Land-use options are limited given that the land to be developed falls within the otherwise continuous Swadlincote-Woodville urban area. Alternatives would be in the form of urban extensions.

Demonstrate that the **optimal solution** has been identified	The solution has been developed through Local Plan/Local Development Framework processes. The Local Plan is current at the Pre-Submission stage with submission expected in July 2014 (and is expected to be adopted by the end of the year). As strategic proposals, though, both the regeneration area and highway link have been carried forward from previous adopted plans.
S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution.	Both Derbyshire County Council and South Derbyshire District Council support the scheme. North West Leicestershire District Council is the neighbouring local authority and is supportive, as is Leicestershire County Council. Other landowners within the Regeneration Area, the local parish council, etc are also supportive.
Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	
Describe the **outputs** from the Project / Programme (100 words max)	Highway link of 0.9 km with parallel footway/cycleway. This would provide a through route between the A511 east of Woodville and A514 to its west.
E2. Outcomes: what the Project / Programme will achieve	
Describe the **outcomes** from the Project / Programme (100 words max)	Direct unlocking of potential 775 jobs on site which would otherwise (for viability reasons) be brought forward for housing development. It is a policy objective of South Derbyshire District Council to see mixed development offering employment. There is potential to attract inward investment to the surrounding area leading to up to 3,100 jobs in total. Relief of pressure on congested local highway network which acts as a constraint on existing businesses and as a disincentive to inward investment. This area is more constrained by highway congestion than other parts of South Derbyshire.
E3. Impacts: how the Project / Programme will unlock sustainable economic growth	
Will the intervention **unlock new jobs**? Quantify no. of jobs and GVA if possible.	Direct unlocking of potential 775 jobs. On the basis of a minimum of 5.78 hectares (14.27 acres) of employment land this equates to approximately 242,590 sqft (22,537 sqm) of buildings. Assuming the following split of uses (which would be typical for the area), job densities may be estimated (HCA Job Densities, 2010): 50% B2 General: 50/100*22500 95% of (Convert to NIA)=10,687.5 /36 sqm per FTE =297 25% B8 General: 25/100*22500 /70 sqm per FTE =80 25% B1(a) General Office: 25/100*22500 85% of (Convert to NIA)=4781.25 /12 sqm per FTE =398 As such, Phase One would be expected to generate at least 775 jobs. The new road will not only improve the accessibility of the area but will also boost investor confidence in a long neglected part of the town. The unlocked land will still have reclamation challenges but the new road will raise the value and reduce the risk of its development. Once the

	Regeneration Route is completed, the sites unlocked will sit alongside the main arterial into Swadlincote from the east and will therefore be particularly attractive to inward investors. Given the nature of the remaining sites totalling 15 Ha these would be expected to be developed for employment uses – multiplying the employment creation. TOTAL 3,100 jobs There is strong evidence that there is market demand to provide this employment. South Derbyshire is a small District and yet over the last five years of economic downturn has seen some 26 ha of employment land developed.	
Will the intervention **unlock new housing**? Quantify no. of houses and wider benefits if possible.	Facilitates provision of 300 homes adjacent to employment sites	
Identify **further economic effects**. Quantify GVA effects if appropriate.	Non-quantifiable, but the combination of regeneration route and associated development will assist the viability of the Swadlincote area and its attractiveness to inward investment.	
E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability		
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative? Please explain.	Existing Principal Roads (A511 and A514) are congested and have residential properties fronting them along most of the sections to which the Regeneration Route would provide an alternative. These have air quality and noise problems which are expected to be reduced.	
Will the intervention result in an increase or decrease in **carbon emissions**? Please explain	The Regeneration Route alone is expected to be neutral, as it will not represent a strategic link likely to result in reassignment or release of suppressed demand.	
How will the intervention impact on the **natural and built environment**? Please explain	The Regeneration Route crosses former industrial land of poor quality with minimal vegetation. It will run adjacent to industrial and business premises with no identified heritage value.	
E5. Value for Money Assessment		
Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	The 775 jobs unlocked directly by this investment bring benefits of £28.4m per annum, using 2010 NUTS values (£36,711 per job).	
Financial Case: demonstrate adequate consideration of costs and funding strategy **F1. Total Project Cost**		
What is the **total cost** of the project? Explain the approach to costing.	£8.0 million	Updated from 2007 quantified estimate to represent 2013 base.
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£6.4 million	
How much **match funding** will be provided? Indicate sources.	£1.6 million	Derbyshire County Council capital will underwrite the project. St Modwen will provide funding through s106 obligations relating to the Dyson site and has already invested significant resources in technical work such as ground investigation.

Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021	
D1. Partnerships for Delivery	
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	Derbyshire County Council, South Derbyshire District Council
Demonstrate **private sector commitment** to the Project/Programme	St Modwen Properties plc currently developing evidence base to support transportation assessment etc.
D2. Effective Governance	
Explain proposed **governance structure**, including reference to partners if appropriate	The Regeneration Route would be a Derbyshire County Council capital project, overseen by its Capital Schemes Monitoring Group and process and with construction procured through Midlands Highways Alliance frameworks.
Demonstrate that **adequate resource** will be committed by the promoter to develop the scheme	The Regeneration Route would be underwritten by Derbyshire County Council but would incorporate land and contributions to highway infrastructure through s106 commitments.
D3. Capacity and Risk Management	
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	The optimum route for the scheme crosses an area of land not currently within public ownership, the acquisition of which could potentially involve Compulsory Purchase. However, negotiation with landowners is underway and phasing of the scheme is possible. The section to be delivered in partnership with St Modwen can be brought forward through agreement and can open to traffic and provide a through route. The remaining section would serve further (later) development and help to mitigate highway impacts of development at the western end of the regeneration route.
Briefly explain the most significant **construction / technical** risks and mitigation	All key risks have been assessed through ground investigation etc by both Derbyshire County Council and St Modwen Properties. The selection of the route across the site has taken the findings into account. Although ground conditions remain the most significant technical risk St Modwen's specialism is in the regeneration of complex brownfield sites.
Briefly explain the most significant **financial** risks and mitigation	With LGF support this would be a fully-funded project underwritten by Derbyshire County Council.
Briefly explain the most significant **commercial** risks and mitigation	The commercial risk is simply that highway infrastructure is provided but not met by a response by the developers/landowners. However, St Modwen Properties plc is currently investing in preparation processes for the area. As noted above there is strong current interest and take-up of employment land in South Derbyshire.
D4. Procurement and Programme	
Demonstrate consideration of **procurement mechanisms** (technical support + contractors	Construction will be procured by Derbyshire County Council through Midlands Highways Alliance frameworks.
Demonstrate evidence of an achievable **programme** for delivery	Date Activity Spring 2014 Preparatory work for planning application for land adjacent to Route Spring 2014 HMA traffic modelling; and, Preliminary CPO work, building on earlier studies

	Summer 2014 Research/design/approval work for new road underway Summer 2014 Submission of planning application for Route and development on land adjacent to Route Summer/Autumn 2014 CPO work underway Autumn 2014 Determination of planning application for Route and development on land adjacent to Route Late 2014/Early 2015 Conclude CPO work Late 2014/Early 2015 Residential and commercial development on land adjacent to Route underway Summer 2015 Construction of Phase 1 underway Autumn 2015 CPO work complete Late 2015/Early 2016 Completion of Phase 1 construction Early 2016 Land purchased for construction of Phase 2 Mid 2016 Construction of Phase 2 underway Late 2017 Completion of Phase 2 construction Note; it is intended to initiate this programme on confirmation that the project falls within the anticipated D2N2 funding programme, permitting the releasing of Derbyshire County Council capital resources to support design and preparation.
D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	The scheme will fall within the reporting requirements of Derbyshire County Council's Capital Schemes Monitoring Group. Outcomes will be the subject of a bespoke monitoring report dealing with traffic and environmental issues plus take-up of land etc.
Explain how progress will be reported to the **general public and business community**	Existing processes including Local Area Fora and Derbyshire and Nottinghamshire Chamber of Commerce business events will provide adequate reporting mechanisms for the project.

Name of Programme	**Drakelow Park Highway Infrastructure**
Location	Drakelow / Walton-upon-Trent, South Derbyshire The Drakelow park site sits within South Derbyshire alongside the River Trent, on the Derbyshire/Staffordshire boundary and immediately to the south of the Stapenhill area of Burton-upon-Trent.
Description of Scheme / Programme	Provision of highway infrastructure to enable development of land for housing and employment. Construct a bridge over the River Trent and a by-pass around the village of Walton to unlock an extensive brownfield site. Enable the employment and housing land allocations on the site and identified in the Draft Local Plan to be realised.
Strategic Case: demonstrate that there is a clear rationale for intervention.	
S1. Problems, Barriers to Growth and Rationale for Intervention	
Confirm **problem(s)** to be addressed	South Derbyshire has been one of the fastest growing areas in the country over the last decade, based on the reuse of Brownfield sites to accommodate large scale employment and residential development. The District has attracted high levels of inward investment from global companies and facilitated the expansion of indigenous enterprises. Over the period 2001-2011, population growth in South Derbyshire was the fifth fastest in the country outside of the South East. The continued success of the District in attracting inward investment requires the supply of suitable serviced locations and measures to limit impacts on traffic congestion.
Explain how the problem(s) will **constrain economic growth** in the area	The supply of land in suitable locations for development must be addressed if the pace of inward investment within South Derbyshire is to be maintained. This carries viability issues, with some sites feasible for housing development but not employment. Development of Drakelow Park has the potential to impact adversely on communities within South Derbyshire and East Staffordshire. It therefore carries requirements to provide highway infrastructure in advance of material levels of development, which impacts on viability and is currently impeding development of the site.
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	▪ To facilitate development within a major housing and employment site; ▪ To reduce impacts of development on communities including Walton-upon-Trent.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	Options have been generated through transportation assessment of Drakelow Park. Access to the A38 Trunk Road, however, at present can only be via adjacent residential areas of Burton-upon-Trent or the village of Walton-upon-Trent. The provision of a route around Walton and across the Trent is the only feasible solution to bringing forward the site. The need for employment land and Drakelow Park specifically has been established through research undertaken for the Housing Market Area, with Employment Land research undertaken independently by GL Hearn. This forecast the area of land required based upon past trends, current economic processes and the characteristics of the local economy. It also assessed the quality of, and scored, specific sites. The allocations made in the draft Local Plan (Part 1) are based upon this research and has been through a sustainability appraisal and several options consultations.
Demonstrate that the **optimal solution** has been identified	The Drakelow Park development is central to the South Derbyshire Local Plan (Draft Part 1: Sept 2013). This is currently at the Pre-Submission stage with submission expected in July 2014 (and is expected to be adopted by the end of the year). During the Plan development process there was an open call inviting to landowners and developers to put forward sites within South Derbyshire. The 12 Ha Employment Park represents a substantial part of the

<table>
<tr><td></td><td>69 Hectares of employment land allocated for the Local Plan period (2001-2028). As a major brownfield site the allocation (including housing) has been carried forward from previous Local Plans and the Preferred Growth Strategy.</td></tr>
<tr><td colspan="2">S4. Engagement and Consensus</td></tr>
<tr><td>Demonstrate support from key stakeholders for the solution.</td><td>Both Derbyshire County Council and South Derbyshire District Council support the scheme. Support for the reuse of the site is in place from key stakeholders including Staffordshire County Council and the Burton & District Chamber of Commerce. Staffordshire and Derbyshire County Councils have recently jointly funded a study looking at the potential to improve east-west links between the two counties, based upon a new River Crossing at Walton.</td></tr>
<tr><td colspan="2">Economic Case: demonstrate clear outputs, outcomes and economic impacts.</td></tr>
<tr><td colspan="2">E1. Outputs: specific deliverables from the Project / Programme</td></tr>
<tr><td>Describe the outputs from the Project / Programme</td><td>Highway link of 0.8 km including bridge over the River Trent.</td></tr>
<tr><td colspan="2">E2. Outcomes: what the Project / Programme will achieve</td></tr>
<tr><td>Describe the outcomes from the Project / Programme</td><td>Facilitation of mixed development bringing forward 2,239 houses and 1,385 jobs.
Relief of traffic impact on local community.</td></tr>
<tr><td colspan="2">E3. Impacts: how the Project / Programme will unlock sustainable economic growth</td></tr>
<tr><td>Will the intervention unlock new jobs? Quantify no. of jobs and GVA if possible.</td><td>Direct unlocking of potential 1,385 jobs:
<table>
<tr><th>Land</th><th>Buildings</th><th>Employment</th></tr>
<tr><td>An Employment Park of up to 12.08 hectares comprising 50,640 sq m GEA of floorspace for a mix of B1b (Research and Development), B1c (Light Industry) and B2 uses (General Industry).</td><td>Employment Park of total 12.66 hectares and 50,640 sq m is proposed within which up to 22,240 sqm could be B2; 28,400 sqm could be B1b; and all of the Employment Park could be used for B1c uses.</td><td>587

514</td></tr>
<tr><td>Two local centres of up to 2.05 hectares in total comprising a mix of retail (A1 uses), business (B1 uses), services (A2-A5 uses), leisure (D2 uses) and community uses (D1 use) but with no single use comprising more than 2,450 sq m and the combined floorspace of retail (A1), office (B1a) and leisure (D2) uses not to exceed 4,950 sq m.</td><td>Application for local centre uses is for 7,425 sq m maximum in total but with no single use exceeding 2,450 sq m. Any combination of uses and floor spaces could be developed providing no single use exceeds 2,450 sq m and the combined floor space of retail (A1); office (B1a) and leisure (D2) does not exceed 4,950 sq m in total.</td><td>110

174</td></tr>
<tr><td></td><td></td><td>1,385</td></tr>
</table>
There is strong evidence that there is market demand to provide this employment. South Derbyshire is a small District and yet over the last five years of economic downturn has seen some 26 ha of employment land developed.</td></tr>
<tr><td>Will the intervention unlock new housing? Quantify no. of houses and wider benefits if possible.</td><td>Facilitates provision of 2,239 homes adjacent to employment sites. Only 100 of these can be brought forward in advance of the bridge and bypass being provided.</td></tr>
</table>

Identify **further economic effects**. Quantify GVA effects if appropriate.	The scale of development on Drakelow Park would inevitably lead to secondary benefits. The context for the site is strong presence in South Derbyshire for transport equipment manufacturing such as Toyota (cars) and JCB (engines), together with suppliers such as Dellner (train connection systems), Zytek (engines) and Trelleborg (aircraft seals). These companies have announced major investment programmes which will create further opportunities within the local supply chain, which encompasses the road, rail and aerospace sectors. The area also has a strong construction sector including (as well as Roger Bullivant) numerous international businesses such as Sandvik (mining equipment), Bison (concrete), Fakro (windows) Keystone (lintels, roof lights). The creation of the highway link and bypass will improve connectivity between the A38 corridor and Swadlincote, with the potential for new businesses to take advantage of the supply chain created by the strong existing manufacturing and construction presence.	
E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability		
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative? Please explain.	The community of Walton-upon-Trent suffers from the impacts of the more limited existing activity on the Drakelow Park site. The provision of the new link and bridge would relieve the community of the impacts of traffic generated by Drakelow Park – both existing activity and future development.	
Will the intervention result in an increase or decrease in **carbon emissions**? Please explain	The highway infrastructure alone is expected to be neutral, as it will not represent a strategic link likely to result in reassignment or release of suppressed demand.	
How will the intervention impact on the **natural and built environment**? Please explain	The highway link and bridge cross land and the River Trent and floodplain, which is of landscape and biodiversity value. Appropriate assessments have been carried out and mitigation identified as part of the process of securing planning consent.	
E5. Value for Money Assessment		
Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	The jobs unlocked by this investment bring benefits of £50.8m per annum, using 2010 NUTS values (£36,711 per job).	
Financial Case: demonstrate adequate consideration of costs and funding strategy		
F1. Total Project Cost		
What is the **total cost** of the project? Explain the approach to costing.	£10.75 million	Estimated 2013 as required for s278 Agreement.
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£8.6 million	
How much **match funding** will be provided? Indicate sources.	£2.15 million	Underwritten by Derbyshire County Council capital but incorporating s106 developer contributions.
Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021		
D1. Partnerships for Delivery		
Identify **partners** involved in the project	Derbyshire County Council and South Derbyshire District Council both regard the project as a priority and are committed to its delivery.	

and demonstrate **shared commitment** to delivery	
Demonstrate **private sector commitment** to the Project/Programme	Drakelow Developments Limited is owned by Roger Bullivant, whose company opened on the site in 1971 to become the UKs largest foundation contracting business. The company has planning permission and Section 106 Agreement in place. A Section 278 agreement with Derbyshire County Council has been prepared for signing once funding is available. The associated Section 106 agreement includes provision of 40% affordable housing, a contribution to secondary education provision and a new two-form entry primary school together with improvements to public transport services and the local highway network. The landowner has already committed substantial resources to the development of the site. This has included professional fees and phase one works on the infrastructure.
D2. Effective Governance	
Explain proposed **governance structure**, including reference to partners if appropriate	The highway link and bridge would be a Derbyshire County Council capital project, overseen by its Capital Schemes Monitoring Group and process and with construction procured through Midlands Highways Alliance frameworks.
Demonstrate that **adequate resource** will be committed by the promoter to develop the scheme	The project would be underwritten by Derbyshire County Council but drawing upon s106 contributions from Drakelow Developments Ltd.
D3. Capacity and Risk Management	
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	Delivery of the project at present is constrained only by finance, with a significant infrastructure requirement ahead of income receipts to be generated in due course by housing and business unit sales.
Briefly explain the most significant **construction / technical** risks and mitigation	All key risks have been assessed on behalf of Drakelow Developments Limited. All required land is within the ownership of the developer or under options agreement. The highway infrastructure has consent, is designed, and preliminary works on site have taken place.
Briefly explain the most significant **financial** risks and mitigation	With LGF support this would be a fully-funded project underwritten by Derbyshire County Council.
Briefly explain the most significant **commercial** risks and mitigation	The commercial risk is simply that highway infrastructure is provided but not met by a response by the developers/landowners. However, Drakelow Developments Limited has consent to develop the site and has demonstrated its intention to do so through carrying out preliminary works on the bypass and bridge project.
D4. Procurement and Programme	
Demonstrate consideration of **procurement mechanisms** (technical support + contractors	Construction will be procured by Derbyshire County Council through Midlands Highways Alliance frameworks.
Demonstrate evidence of an achievable **programme** for delivery	All necessary land is within the control of the developer and all required permissions are in place for the scheme to proceed immediately on the confirmation of finance. Construction is programmed to take 18 months. The only barrier to an immediate start on site is confirmation of the contractor should the project be delivered by the County Council rather than Drakelow Developments Ltd.

D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	The scheme will fall within the reporting requirements of Derbyshire County Council's Capital Schemes Monitoring Group. Outcomes will be the subject of a bespoke monitoring report dealing with traffic and environmental issues plus take-up of land etc.
Explain how progress will be reported to the **general public and business community**	Existing processes including Local Area Fora and Derbyshire and Nottinghamshire Chamber of Commerce business events will provide adequate reporting mechanisms for the project.

Sustained regeneration and growth in Mansfield, Ashfield and North Nottinghamshire

Name of Programme	**Lindhurst, a sustainable urban extension to the south of Mansfield, Nottinghamshire**
Location	MARR A617 south Mansfield
Description of Scheme / Programme	"Lindhurst" is a sustainable urban extension to the south of Mansfield, Nottinghamshire, set alongside the A617 Mansfield Ashfield Regeneration Route (MARR). The MARR was facilitated as a response to the declining economic fortunes of Mansfield / Ashfield area which is already one of the largest urban areas of the East Midlands and a significant driver of economic growth. The Lindhurst project, together with the adjoining Rushley Farm site will provide new jobs and homes and bring a new, enhanced economic prosperity to the area. The Lindhurst project is facilitated by a development consortium of landowners (Nottinghamshire County Council / W Westerman / Lindhurst Jersey) who have collaborated to secure planning approval for 146 hectares of housing land alongside a further 23 hectares of employment land. To support this development they have applied for £2.5m of loan funding through the D2N LEP's Growing Places Fund (GPF) and have been successful in attracting £10.5M funding from the HCA's Local Infrastructure Fund. Specifically, this project requires support for: • Two new roundabouts and spine road to link the Lindhurst site to A617 MARR; and • Improved access off the MARR to facilitate further development at Rushley Farm to be integrated into the urban extension and potentially to support the further growth of Vision West Nottinghamshire College.
Strategic Case: demonstrate that there is a clear rationale for intervention.	
S1. Problems, Barriers to Growth and Rationale for Intervention	
Confirm **problem(s)** to be addressed	• Low economic productivity; high unemployment; poor skills levels – all in bottom 20% nationally • Delayed employment and housing development impacting on job creation expectations and broader economic recovery • An ability to accelerate levels of planned housing, urgently required • Transport and access provision to open up quality employment sites to meet burgeoning local and regional demand
Explain how the problem(s) will **constrain economic growth** in the area	The delivery of the Lindhurst project's employment and housing targets is constrained due to lack of accessibility. Access to the site and its full integration to the wider urban area is key to its success, affecting the ability to meet currently healthy market demand and potential for growth, especially with its growing population. The problems will constrain growth by: • Impacting on the economic viability and speed of delivery of the housing/employment development sites; • Failing to deliver the 4,300 jobs; • Higher than average unemployment levels (claimant count higher than national/regional averages, 7.5% in some wards) will remain high; • A failure to deliver on this key priority will see the Mansfield / Ashfield area fail to exploit the potential of this site and it will remain amongst the10% most deprived districts in England; and • Failing to deliver over 2,500 homes.
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	• Unlock creation of 4,300 new jobs via the opening up of 28.1ha of quality employment land along the MARR growth corridor, responding to local SME growth demand (for example, via spin-outs from local innovation centres and SME requirements for expansion space as referenced via the Invest in Ashfield Mansfield and via the Invest in Nottingham

	Commercial Review); • Reduce unemployment levels - there is higher than average unemployment (the claimant rate is 7.5% in some wards compared to the regional and national averages of 2.7% and 2.9% respectively); • Accelerate the completion of new housing (2,500 homes) to support growth in Mansfield and Ashfield via capacity improvements, sustainable transport infrastructure and travel planning; and • Support regeneration energies in targeted areas through the enhancement of the Ashfield & Mansfield area's economic potential by providing much needed jobs.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	Options on the best locations for the site access as well as the types of junctions have been discussed and selected based on negotiations between the developers (the Lindhurst Group), Mansfield District Council (as the planning authority) and Nottinghamshire County Council (as the highway authority through the planning process). The proposed access points are the minimum requirements to accommodate the projected traffic flows to the site.
Demonstrate that the **optimal solution** has been identified	The proposed access points involve the construction of new roundabouts onto the A617 MARR and the A6117. The access strategy for Lindhurst has been developed and tested using the Mansfield multi modal transport model and is judged to be the optimal solution given the predicted traffic demands.
S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution.	The schemes are supported by Nottinghamshire County Council as Highways Authority. The Lindhurst scheme has planning permission and proposed works have support of Mansfield District Council with the project being a key component of its future development plans for the district. The Lindhurst Group supports the solutions.
Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	

Describe the **outputs** from the Project / Programme	• Lindhurst
	  ○ 2 roundabouts and junction improvements
	  ○ 300m spine road with pedestrian/cycle shared use facility
	  ○ 23.1ha of employment land
	  ○ 145.9ha of housing land
	• Rushley Farm
	  ○ Junction improvements
	  ○ 5ha of employment land
	  ○ 35.1 ha of housing land

E2. Outcomes: what the Project / Programme will achieve	

Describe the **outcomes** from the Project / Programme	• Floor space unlocked
	  ○ Lindhurst – 95,454 m^2, Rushley Farm – 20,067m^2
	• New homes unlocked
	  ○ Lindhurst – 1,700, Rushley Farm – 800

E3. Impacts: how the Project / Programme will unlock sustainable economic growth	
Will the intervention **unlock new jobs**? Quantify no. of jobs and GVA if possible.	Lindhurst – 3,800 Rushley Farm – 500 TOTAL – 4,300 An Experian Econometrics Study predicts that over the period 2010 – 2026 up to 6,000 jobs will be created if the area is successful in implementing the objectives of the Mansfield / Ashfield Economic Master planning. In this context and given existing pressures on employment land, an Innes England

	Property Strategy recommended that the Mansfield area's employment land requirement alone up to 2026 is 57 hectares needed to meet demand and to provide sufficient churn and choice for occupiers. In addition the report noted a lack of larger sites free of developer ties required to meet the need identified by Experian.	
Will the intervention **unlock new housing**? Quantify no. of houses and wider benefits if possible.	Lindhurst – 1,700 Rushley Farm – 800 TOTAL – 2,500	
Identify **further economic effects**. Quantify GVA effects if appropriate.	The population growth via the sustainable urban extension will enhance the viability of the Mansfield town centre, being the key retail and commercial centre in this part of Nottinghamshire.	
E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability		
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative? Please explain.	As referenced, Mansfield and Ashfield has significant pockets of deprivation and while the supply of employment land is constrained, the ability to provide space for local SME growth is limited and hence local employment opportunities will be at a premium. Given SME demand, this project will provide a significant boost to communities seeking work. The planning process and the associated S106 requirement account for mitigation needs. The inclusion of 20% affordable housing within the proposed development will provide greater opportunities for disadvantaged and low income groups to acquire a home.	
Will the intervention result in an increase or decrease in **carbon emissions**? Please explain	The schemes only aim to provide access to the development sites and therefore in themselves should not increase carbon emissions, although without any mitigation (such as sustainable transport and congestion management interventions), carbon emissions will increase as a result of the developments. Other factors such as green bridges and a path / bridleway network will minimise impact.	
How will the intervention impact on the **natural and built environment**? Please explain	The wider Lindhurst project includes new community park, public open space and recreational facilities (such as play areas) as well as a managed integration with adjoining woodland to the south and with the existing built environment to the north.	
E5. Value for Money Assessment		
Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	Total public cost / jobs equates to £5m / 4,300 = £1,200 per job Total public cost / houses equates to £5m / 2,500 = £2,000 per home.	
Financial Case: demonstrate adequate consideration of costs and funding strategy		
F1. Total Project Cost		
What is the **total cost** of the project? Explain the approach to costing.	£30 million	Costs have been estimated based on 2013/14 prices. The schemes were estimated based on average costs for similar schemes delivered across the county and Nottinghamshire County Council input.
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£4.9 million	Provide funding to release the eastern employment area of Lindhurst 10 years in advance and to service the future access points to Rushley Farm whilst enhancing access to Lindhurst.
How much **match funding** will be	£25.1 million	Developer contributions alongside Growing Places Funding (GPF) loan from the D2N2 LEP and Local Infrastructure Funding (LIF).

provided? Indicate sources.		
Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021		
D1. Partnerships for Delivery		
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	• Local transport authority – delivery partner and land owner • Local planning authority – developer contributions • Developers – land owners and contributions	
Demonstrate **private sector commitment** to the Project/Programme	• The sites are in the ownership of the private partners in tandem with the local authority land interests • Developer contributions (s38, s106, s278) funding will be available for some of the improvements	
D2. Effective Governance		
Explain proposed **governance structure**, including reference to partners if appropriate	The County Council in partnership with the developer will be responsible for the project's delivery. The authority has vast experience of delivering publically funded infrastructure schemes and a centralised procurement function overseeing compliance with public procurement requirements. The scheme has been approved by both Chief Officers and Nottinghamshire County Council Members, through the committee report process. Prince 2 project management methodology will be used for this project in line with the County Council policy. The County Council has adopted PRINCE2 methodology for project management and a Project Board will be established to oversee the delivery of the project. The Project Board will include all relevant partners. Board members will review and advise on the delivery of the project through the established regular reporting mechanisms. The senior responsible officer will be an appropriate officer with sufficient experience and authority to ensure delivery of the programme (e.g. Highways Service Director). A Project Manager will be appointed for this project who will be responsible for overall satisfactory delivery of the project including: • conducting all consultation and managing overall delivery of the project • briefing the design and construction of the work • evaluating the delivery of work • financial reporting on the programme and manage the budget This individual will be supported by specialist staff from within the Department's Highways Management Group, plus specialists from elsewhere in Communities Department. All colleagues involved in the scheme have extensive experience of delivering similar schemes. The project will operate within the framework of Nottinghamshire County Council's financial regulations, which set out instructions and guidance for processing the Authority's business transactions. These cover budgetary control, procurement of goods and services, management, retention, security and disposal of records, payment for goods, services and works, risk management and insurance, protection of public funds, audit etc. The financial regulations are fully compliant with EU public procurement directives.	
Demonstrate that **adequate resource** will be committed by the promoter to develop the scheme	The scheme has been approved by both Chief Officers and Nottinghamshire County Council Members, through the committee report process. The scheme is based on similar projects delivered elsewhere within the County, over a number of years. Therefore, the time-table is realistic and based on past experience. The scheme will be designed by NCC Design Services Group, who have extensive experience of designing and contract managing the construction of	

	large infrastructure projects including bus station, schools and libraries and smaller integrated transport schemes. Project management will be undertaken by Nottinghamshire County Council's Major Projects and Improvements Team, who have delivered numerous individual schemes and smaller programmes. These officers will also have access to assistance from NCC's equality officers and health and safety teams. Any contractors retained will be required (and contracted) to comply with relevant policies. The Major Projects Team sit within Highways and therefore there are close links to traffic signal design team, Traffic Regulation Order making teams and the Accident Investigation Unit. Should the scheme be allocated funding by the LEP the scheme will be developed as part of the 2015/16 annual programme of local transport improvements. If funding is secured the fees for the design work will be funded by the local authority during 2014/15 as part of its annual design programme. The County Council already has a preferred design/delivery partner organisation in place for delivery of projects where they cannot be delivered internally.
D3. Capacity and Risk Management	
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	The most significant risk to the Lindhurst development was a judicial challenge, but with that having been rejected in March 2014, the proposal can now be progressed. The works will be undertaken within the existing highway and the benefits of the whole Mansfield sustainable growth package of schemes look to mitigate against and overcome the other risks which are: • Rising construction costs (and subsequent reduction in financial returns) which will also be mitigated by releasing funding for early delivery • Project falling behind schedule which will also be mitigated by effective project management
Briefly explain the most significant **construction / technical** risks and mitigation	To be determined during detailed design but likely including: • Project falling behind schedule. The project manager will monitor the delivery of the scheme against milestones and take early action to prevent falling behind; • Presence of utility equipment which may delay delivery or increase costs.
Briefly explain the most significant **financial** risks and mitigation	• Failure to secure funding. Failure to secure SEP or 3rd party funding would result in activity being abandoned, or possibly scaled down to affordable limits • Cost overruns which will be mitigated through QS analysis and financial monitoring which forms part of the project management • Project exceeding budgets due to rising construction costs which can be overcome through early delivery of the programme • Not achieving spend by agreed deadline. The scheme is based on similar projects delivered elsewhere within the county and therefore the agreed delivery timetable will be realistic and based on past experience. We are confident that activity associated with SEP spend will be achieved within agreed deadlines.
Briefly explain the most significant **commercial** risks and mitigation	• A weakening demand for housing/employment space – mitigated by an understanding of the market and its need (i.e. providing the types of unit required by businesses); the active marketing of the new units by the developer; providing programmes to increase the market demand (e.g. ensuring it is accessible etc.); Government schemes to facilitate home ownership (e.g. 'help to buy' scheme); affordable housing ratios and the availability of local finance schemes to support SME growth and expansion.

	• Developer going into liquidation – the development land (identified as such by the planning authority) would be sold onto another developer as part of realising the company's assets
D4. Procurement and Programme	
Demonstrate consideration of **procurement mechanisms** (technical support + contractors	The project will be managed and delivered by Nottinghamshire County Council (NCC), using internal services and NCC's tendered partnership delivery group 'Nottinghamshire Highway Partnership'. In line with the authority's Financial Regulations, we will not tender for those goods or services that our own internal services can deliver (e.g. highway design and project management). This follows an established methodology, which demonstrates value for money. The scheme development and design work will be carried out by NCC staff and partner consultant organisation. Highway construction work would be delivered by the Nottinghamshire Highways Partnership. The County Council is part of a long-term partnering contract with Tarmac Ltd which significantly enhances the construction capability of the Nottinghamshire Highways Partnership. The Tarmac appointment was the result of a full procurement exercise, following EC directives, in which tenders were evaluated using both quality and price criteria. It is the practice within the County Council to award all highway construction work up to £1m in value to the Nottinghamshire Highways Partnership. This has the advantage of achieving significant savings in tendering and contract supervision costs, maximises the advantages of partnership working and is fully in accord with the principles of Best Value and Rethinking Construction. Non-highway work would be delivered by NCC staff or partnered organisations as outlined above. The County Council's central procurement team controls and oversees all procurement and so ensures that appropriate standards are met.
Demonstrate evidence of an achievable **programme** for delivery	Advance scheme development is undertaken before scheme implementation and consultation and any required statutory processes will be addressed. Detailed design of individual elements will be carried out in the financial year prior to construction to ensure that it does not delay the scheduling of works. Construction briefs will be issued during fourth quarter in order to ensure that workload can be efficiently programmed in advance of the start of the financial year in which funding becomes available. This programme ensures that issues are identified early and addressed and construction takes place as scheduled. PRINCE2 project management methodology will be used to manage the delivery of the project as a whole, including post-construction evaluation and monitoring.
D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	Prince 2 project management methodology will be used for this project in line with the County Council policy. The County Council has adopted PRINCE2 methodology for project management and a Project Board will be established to oversee the delivery of the project. The Project Board will include all relevant partners. Board members will review and advise on the delivery of the project through the established regular reporting mechanisms. The senior responsible officer will be an appropriate officer with sufficient experience and authority to ensure delivery of the programme (e.g. Highways Service Director). Nottinghamshire County Council's Economic Development Team will monitor increases in job opportunities in the area and the local planning authority will monitoring housing build-out rates.
Explain how progress will be reported to the **general public and**	The proposals for the future development of the town centre and wider area have been extensively consulted on by the District Council as part of their Core Strategy work. The County Council also meets with the Mansfield

business community	Business Improvement District representatives as well as other business community groups such as business enterprise groups and the chamber of commerce to establish issues impacting the business community. As the package develops, engagement with local businesses and the wider public will be undertaken. The proposals, including detailed plans and contact details will be available on the Nottinghamshire County Council website and proactively disseminated through social media and press engagement.

Name of Programme	**Strategic corridor sustainable transport access improvements to enable development**
Location	A38, A60 (north and south), A6009, A617 (north and south) and A6191, within the town centre itself and planned development sites
Description of Scheme / Programme	A package of geographically targeted sustainable transport improvements to mitigate impacts and enable proposed employment and housing development. The programme will improve permeability of and access to and between the town centre, planned employment development, as well as planned and existing residential areas and their local services through: • workplace, personalised and school travel planning; • cycling and walking infrastructure improvements to/from the town and business parks and on key routes with high levels of journey time delay; • passenger transport improvements to make it more attractive to users.
Strategic Case: demonstrate that there is a clear rationale for intervention.	
S1. Problems, Barriers to Growth and Rationale for Intervention	

Confirm **problem(s)** to be addressed	• The Core Strategy requires each of the developments to provide a package of sustainable transport measures to reduce the negative impacts of traffic generated by development;
	• The area is characterised by low economic productivity; high unemployment; poor skills levels – all in bottom 20% nationally;
	• Delayed employment and housing development impacting on district wide job creation (supporting approx.8,000 jobs);
	• High levels of planned housing (7,820 homes);
	• Investment yields are constrained due to requirements for developers to fund off-site transport improvements;
	• Low market demand,
	• Network reliability and business competitiveness due to journey time delay at pinch points which will be worsened by traffic resulting from future development. Average delay in the morning2hr peak compared to inter-peak per vehicle:
	  ○ A38 – 155 sec
	  ○ A60 – 190 sec
	  ○ A6117 – 120 sec
	  ○ A617 – 200 sec
	  ○ B6023 – 60 sec
	• Town centre vitality impact on job creation (11% shop vacancy).

Explain how the problem(s) will **constrain economic growth** in the area	Delivery of employment land and housing (and associated job creation) is constrained due to lack of accessibility to sites. Insufficient access to the site and permeability to wider town restricts market growth of the town centre. Without improvements to sustainable transport infrastructure, development will not be accessible and sustainable. This will affect market demand and potential for growth, especially in service areas for growing population. • Inhibited business competitiveness and lost productivity due to increased journey time delays and associated barriers to inward investment – journey time delay at pinch points will be further worsened by traffic resulting from development; • Economic viability of housing/employment development sites; • Reduced vitality/viability of town centre as economic centre; • Delayed housing and employment development sites impacting on job creation (8,000 jobs); • Higher than average unemployment levels (claimant count higher than national/regional averages, 7.5% in some wards);

	• Inability to recruit local workforce and associated business impacts due to lower than average skills levels (30% without qualifications); • Lost productivity due to unhealthy workforce/working age population (over 25% obese); • In 10% most deprived districts in England; • High levels of planned housing (7,820 homes); • Limited non-car access to jobs/employment: 25% of households in Mansfield have no car and 43% only have one; • Town centre vitality impact on job creation (11% shop vacancy) • Planned housing development constrained due to lack of accessibility to sites.
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	• Unlock creation of c.8,000 new jobs/54ha employment land through delivery of employment growth areas by opening up development sites, mitigating their impacts, and providing sustainable access to jobs at planned employment sites and within and around the town centre; reducing unemployment levels - there is higher than average unemployment (the claimant rate is 7.5% in some wards compared to the regional and national averages of 2.7% and 2.9% respectively). • Accelerate completion of new housing (7,820 homes) to support growth in Mansfield by helping address anticipated pinch points on the network by providing capacity improvements, sustainable transport infrastructure and encouragement through travel planning. • Support regeneration in targeted areas through enhancing the role of Mansfield town centre by improving sustainable access; mitigating the negative impacts of planned development; and by improving its vitality and viability as an economic centre, thereby attracting inward investment and job creation within the town.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	The whole of the network has been investigated and the selected locations for improvements have been identified through transport assessments and associated modelling. New road schemes are not feasible. Whilst capacity improvements will be made on the network, even with these, many locations will likely operate at over-capacity in the longer-term once development occurs and therefore the sustainable transport improvements will still be required. Options considered have included • 'do nothing' which was discounted due to the economic impacts of stifled development and town centre decline; • Build additional roads, which was discounted due to the feasibility of schemes (they are not affordable, deliverable or would have public/political support); and • Do junction / road capacity improvements only. This was discounted as unsustainable in the longer-term. Sole reliance on car access for development has been shown to be unsustainable as historic road networks and townscapes cannot accommodate it. It also has a negative impact on health and social accessibility.
Demonstrate that the **optimal solution** has been identified	The sustainable transport access improvements alongside the other interventions (e.g. junction/capacity improvements) form a package that will deliver the necessary transport infrastructure improvements to enable the development to take place. These have been identified as part of the transport assessment of the developing Local Plan. The Mansfield town centre sustainable transport access package uses a range of interventions to increase capacity on the transport network for both private and public modes, car and non-car. The package reduces barriers to

	travel and encourages permeability between retail service areas, employment sites and residential areas. These different elements, working together, are able to produce results not obtainable by any of the elements alone. The package of interrelated components work together to deliver the common objective of promoting growth. Sustainable access is vital to achieving the objectives because there are a large percentage of households without access to a car. Across Nottinghamshire this amounts to 20% but this rises to nearly 25% in Mansfield. Additionally, a further 43% of households in the district only have one car, leaving second-income earners without access to a car.
S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution.	The scheme is promoted by the local highway authority, Nottinghamshire County Council. The proposed works were identified through the development of the Mansfield Local Plan and are a key component of its future development plans for the town centre. The scheme has been identified through traffic modelling undertaken as part of the development of the Local Plan. The scheme therefore has the support of the planning and transport authorities. Sustainable access to the town centre has also been discussed and highlighted by Mansfield BID and therefore would be supported by the local business community.
Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	
Describe the **outputs** from the Project / Programme	• Personal travel planning undertaken with minimum 50,000 households in the conurbation • Workplace travel planning undertaken with minimum 10,000 employees • School travel plans / remedial measures undertaken with 30 schools • Improvements to 5km of footways • Infrastructure improvements at 25 bus stops • Improvements to 5km of cycle routes. • Enabling development of 103.83ha of employment land
E2. Outcomes: what the Project / Programme will achieve	

Describe the **outcomes** from the Project / Programme	• 14% reduction in single occupancy car use for work (*Based on personalised travel planning undertaken in Mansfield during 2013/14*)
	  ○ 6% increase in car sharing mode share
	  ○ 2% increase in walking mode share
	  ○ 3% increase in cycling mode share
	  ○ 3% increase in passenger transport mode share
	• Over 350,000m^2 employment floor-space unlocked
	• Up to 8,000 new jobs created (excluding jobs in the town centre)
	• 7,820 new homes unlocked
	• 40% increase in trading and footfall (Based on DfT figures: *Gearing up for efficient highway and delivery funding,* January 2014)

E3. Impacts: how the Project / Programme will unlock sustainable economic growth	
Will the intervention **unlock new jobs**? Quantify no. of jobs and GVA if possible.	• Support 8,000 new jobs through the provision of infrastructure and mitigation measures • 16 additional jobs associated with cycling and walking investment (Each £1m spent will create 11 new jobs based on Sustrans' *The Benefits of Cycling and Walking,* 2012) • Further jobs will be created in the town centre due to the expected increase in trading and footfall as a result of the accessibility improvements

Will the intervention **unlock new housing**? Quantify no. of houses and wider benefits if possible.	The programme will support the construction of up to 7,820 new houses through the provision of infrastructure and mitigation measures
Identify **further economic effects**. Quantify GVA effects if appropriate.	• Improved business efficiency through journey time savings through reductions in single occupancy car use; • Improved productivity through healthier workforce from increased physical activity; • Reductions in health related costs due to improved air quality; and healthier population through increased physical activity; and • The market growth of the town centre will lead to competition within sectors driving business efficiencies, improved standards and lower prices to consumers. Increased population will enable more extensive or numerous community resources to be supported, such as health support groups, adult education classes and childcare support groups.
E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability	
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative? Please explain.	The improvements to the town centre and highway networks will be freely available to all members of the public. All road users will benefit from the reductions in delay delivered by the programme and the resultant reductions in traffic volumes. Those suffering from health issues will also benefit from the potentially improved air quality as a result of the reduced congestion. Mansfield struggles with high levels of obesity (over 25% of adults are obese), high levels of limiting long-term illness (24% of adults), and lower life expectancy levels than the national averages for both men and women. These people will benefit from the improvements to active travel facilities and the potentially improved air quality as a result of the reduced congestion. More vulnerable road users (and those with mobility problems) will also benefit from pedestrian improvements delivered as part of the sustainable infrastructure improvements. High deprivation (area is in the 10% most deprived districts in England) and lack of access to a vehicle (25% without a car or access to one) limits labour market mobility. The improvements to sustainable travel options will enable the unemployed in this sector of society to increase their job search horizons, training opportunities and potentially reduce social exclusion. The proposal will also provide advantages to all residents of working age because they will be able to take advantage of new job opportunities and housing. The project will particularly benefit areas of high deprivation and unemployment through the creation of new job opportunities. The inclusion of 30% affordable housing within the proposed development will provide greater opportunities for disadvantaged and low income groups to acquire a home.
Will the intervention result in an increase or decrease in **carbon emissions**? Please explain	Sustrans research states that each car user makes 464 short journeys covering a distance of over 1,200 miles a year. The programme encourages walking, cycling and public transport use within the area. The programme encourages walking, cycling and public transport use within the area and will significantly limit the increase in carbon emissions caused by an increase in the number of households in the area.
How will the intervention impact on the **natural and built environment**? Please explain	The proposals will contribute to reducing noise (due to freer flowing traffic and less accelerating/decelerating) and air quality problems (associated with queuing traffic). Improvements to the highway network will also contribute in small part to improving the quality of the townscape. It will also enable residential development which will include new public open space and recreational facilities (such as play areas), which will be available to all.
E5. Value for Money Assessment	

Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	At this time is it not possible to provide a traditional 'road user' BCR, however, Sustrans research states that active travel investment provides a significant and quick return on investment, with an average BCR of 3:1, much more than many road schemes. Sustrans also state that over 50% of the benefits of walking and cycling investment come from improved health and savings to health budgets. It also showed that every £1 million invested in walking and cycling creates 11 jobs (Sustrans' The Benefits of Cycling and Walking 2012). DfT quotes that "investment in walking and the public realm can increase economic value and economic activity in local areas with well planned improvements in the public realm able to boost footfall and trading by up to 40%" (DfT paper *Gearing up for efficient highway and delivery funding*, January 2014). In terms of likely costs of unlocking jobs and housing the following information provides a useful guide: Total public cost / jobs equates to £1.22m / 7,922 = £154 per job Total public cost / houses equates to £1.22m / 2,130 =£573 per house	
Financial Case: demonstrate adequate consideration of costs and funding strategy		
F1. Total Project Cost		
What is the **total cost** of the project? Explain the approach to costing.	£2.45million	Costs have been estimated based on 2013/14 prices. The schemes were estimated based on average costs for similar sustainable transport schemes delivered across the county.
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£1.22million	Based on a 50% funding requirement for local highway improvements and sustainable transport improvements.
How much **match funding** will be provided? Indicate sources.	£1.23million	Developer contributions – £0.98m Nottinghamshire County Council – £0.25m (over the whole funding period) It is assumed that the cost of the required s106/s278 improvements will have a substantial negative effect on the economic viability of the development and that these contributions need to be renegotiated. By delivering the projects required by the developer on their behalf (and additional schemes to enhance their benefit) this will significantly reduce the financial burden and help to enable an early start to the development
Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021		
D1. Partnerships for Delivery		
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	• Local transport authority – delivery partner • Local planning authority – to negotiate and secure developer contribution. These sites have been identified as requiring improvements to enable development through the Local Plan development • Developers – to pay contributions	
Demonstrate **private sector commitment** to the Project/Programme	• The sites have been purchased by the developers • Developer contributions (s38, s106, s278) funding will be available for some of the improvements	

D2. Effective Governance	
Explain proposed **governance structure**, including reference to partners if appropriate	The County Council will be responsible for the project's delivery. The authority has vast experience of delivering publically funded infrastructure schemes and a centralised procurement function overseeing compliance with public procurement requirements. The scheme has been approved by both Chief Officers and Nottinghamshire County Council Members, through the committee report process. Prince 2 project management methodology will be used for this project in line with the County Council policy. The County Council has adopted PRINCE2 methodology for project management and a Project Board will be established to oversee the delivery of the project. The Project Board will include all relevant partners. Board members will review and advise on the delivery of the project through the established regular reporting mechanisms. The senior responsible officer will be an appropriate officer with sufficient experience and authority to ensure delivery of the programme (e.g. Highways Service Director). A Project Manager will be appointed for this project who will be responsible for overall satisfactory delivery of the project including: • conducting all consultation and managing the overall delivery of the project • briefing the design and construction of the work • evaluating the delivery of work • financial reporting on the programme and manage the budget This individual will be supported by specialist staff from within the Department's Highways Management Group, plus specialists from elsewhere in Communities Department. All colleagues involved in the scheme have extensive experience of delivering similar schemes. The project will operate within the framework of Nottinghamshire County Council's financial regulations, which set out instructions and guidance for processing the Authority's business transactions. These cover budgetary control, procurement of goods and services, management, retention, security and disposal of records, payment for goods, services and works, risk management and insurance, protection of public funds, audit etc. The financial regulations are fully compliant with EU public procurement directives.
Demonstrate that **adequate resource** will be committed by the promoter to develop the scheme	The scheme has been approved by both chief officers and Nottinghamshire County Council members, through the committee report process. The scheme is based on similar projects delivered elsewhere within the county, over a number of years. Therefore, the timetable is realistic and based on past experience. Infrastructure improvements will be designed by NCC Design Services Group which has extensive experience of designing and contract managing the construction infrastructure projects of all sizes. The travel planning elements will be delivered by the Transport Planning & Programme Development team which has extensive experience of delivering all types of travel planning. Project management will be undertaken by Nottinghamshire County Council officers who have delivered numerous individual schemes and programmes. These officers will also have access to assistance from NCC's equality officers and health and safety teams. Any contractors retained will be required (and contracted) to comply with relevant policies. Should the scheme be allocated funding by the LEP the scheme will be developed as part of the annual programme of local transport improvements. If funding is secured the fees for the design work will be funded by the local authority during 2014/15 and 2015/16 as part of its annual design programme. The County Council already has a preferred design/delivery partner organisation in place for delivery of projects where they cannot be delivered

	internally.
D3. Capacity and Risk Management	
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	The works will be undertaken within the existing highway and the benefits of the whole Mansfield sustainable growth package of schemes look to mitigate against and overcome the other risks which are: • Lack of market demand • Lack of willingness of the developer due to low investment yields • Rising construction costs (and subsequent reduction in financial returns) • Project falling behind schedule which will be mitigated by effective project management
Briefly explain the most significant **construction / technical** risks and mitigation	To be determined during detailed design but likely to include: • Project falling behind schedule. The project manager will monitor the delivery of the scheme against milestones and take early action to prevent falling behind • Presence of utility equipment which may delay delivery or significantly increase the costs
Briefly explain the most significant **financial** risks and mitigation	• Failure to secure funding. Failure to secure SEP or 3rd party funding would result in activity being abandoned, or possibly scaled down to affordable limits • Cost overruns which will be mitigated through QS analysis and financial monitoring which forms part of the project management • Project exceeding budgets due to rising construction costs which can be overcome through early delivery of the programme • Not achieving spend by agreed deadline. The scheme is based on similar projects delivered elsewhere within the county and therefore the agreed delivery timetable will be realistic and based on past experience. We are confident that activity associated with SEP spend will be achieved within agreed deadlines.
Briefly explain the most significant **commercial** risks and mitigation	• Lack of demand for housing/employment space – mitigated by understanding of the market and its need (i.e. providing the types of unit required by businesses); active marketing of the new units by the developer; providing programmes to increase the market demand (e.g. ensuring it is accessible etc.); Government schemes to facilitate home ownership (e.g. 'help to buy' scheme); and affordable housing ratios; and • Developer going into liquidation – the development land (identified as such by the planning authority) would be sold onto another developer as part of realising the company's assets.
D4. Procurement and Programme	
Demonstrate consideration of **procurement mechanisms** (technical support + contractors	The project will be managed and delivered by Nottinghamshire County Council (NCC), using internal services and NCC's tendered partnership delivery group 'Nottinghamshire Highway Partnership'. In line with the authority's Financial Regulations, we will not tender for those goods or services that our own internal services can deliver (e.g. highway design and project management). This follows an established methodology, which demonstrates value for money. The scheme development and design work will be carried out by NCC staff and partner consultant organisation. Highway construction work would be delivered by the Nottinghamshire Highways Partnership. The County Council is part of a long-term partnering contract with Tarmac Ltd which significantly enhances the construction capability of the Nottinghamshire Highways Partnership. The Tarmac appointment was the result of a full procurement exercise, following EC directives, in which tenders were evaluated using both quality and price criteria. It is the practice within the County Council to award all highway construction work up to £1m in value to the Nottinghamshire Highways Partnership. This has the advantage of achieving significant savings in

	tendering and contract supervision costs, maximises the advantages of partnership working and is fully in accord with the principles of Best Value and Rethinking Construction. Non-highway work would be delivered by NCC staff or partnered organisations as outlined above. The County Council's central procurement team controls and oversees all procurement and so ensures that appropriate standards are met.
Demonstrate evidence of an achievable **programme** for delivery	Advance scheme development is undertaken up to two years before scheme implementation and will undertake consultation, land negotiations and determine any required statutory processes. Detailed design of individual elements will be carried out in the financial year prior to construction to ensure that it does not delay the scheduling of works. Construction briefs will be issued during fourth quarter in order to ensure that workload can be efficiently programmed in advance of the start of the financial year in which funding becomes available. This programme ensures that issues are identified early and addressed and that construction takes place when scheduled. PRINCE2 project management methodology will be used to manage the delivery of the project as a whole, including post-construction evaluation and monitoring.
D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	PRINCE2 project management methodology will be used for this project in line with the County Council policy. The County Council has adopted PRINCE2 methodology for project management and a Project Board will be established to oversee the delivery of the project. The Project Board will include all relevant partners. Board members will review and advise on the delivery of the project through the established regular reporting mechanisms. The senior responsible officer will be an appropriate officer with sufficient experience and authority to ensure delivery of the programme (e.g. Highways Service Director). Nottinghamshire County Council's Economic Development Team will monitor increases in job opportunities in the area and the local planning authority will monitoring housing build-out rates.
Explain how progress will be reported to the **general public and business community**	The proposals for the future development of the town centre and wider area have been extensively consulted on by the District Council as part of their Core Strategy work. The County Council also meets with the Mansfield Business Improvement District representatives as well as the Town Centre Group to establish issues impacting the business community. As the package develops further engagement with local businesses and the wider public will be undertaken. The proposals, including detailed plans and contact details will be available on the Nottinghamshire County Council website and proactively disseminated through social media and press engagement.

Name of Programme	**Ollerton - A614 / A616 / A6075 Roundabout Improvement.**
Location	The A614/A616/A6075 Ollerton roundabout junction is located to the west of the village of Ollerton. This junction is a key traffic intersection of three important strategic routes, connecting Newark (A1) in the east to Mansfield (M1) in the west, and Nottingham in the south to Worksop in the north.
Description of Scheme / Programme	An at-grade improvement to the existing 5-arm roundabout involving the enlargement and realignment of the junction. Traffic signal controlled Toucan crossings will also be incorporated into the upgraded junction to remove the barrier caused by the roundabout for pedestrians and cyclists.
Strategic Case: demonstrate that there is a clear rationale for intervention.	
S1. Problems, Barriers to Growth and Rationale for Intervention	
Confirm **problem(s)** to be addressed	The A614/A616/A6075 junction is a key traffic 'hotspot' on the Council's Strategic Road Network. Peak period congestion is severe, leading to traffic seeking unsuitable alternative routes through Ollerton. Delays on the SRN increase business costs and impact adversely on the competitiveness of local businesses. This junction is a key intersection in east-west and north-south routes north of Nottingham and is used by large volumes of business traffic.
Explain how the problem(s) will **constrain economic growth** in the area	The scheme would enhance the Strategic Road Network improving connectivity between the A1 and M1 and benefit inter-urban travel. Successful economic activity depends upon the efficient operation of the road network. Without investment in transport improvements the employment developments proposed in Newark and neighbouring Mansfield could be constrained as increasing congestion on the A617 at Ollerton will increase business costs and adversely impact on the region's competitiveness. Congestion delays on the local highway network are stifling and hindering economic activity. In 2007, an East Midlands Development Agency (emda) study quantified the 'direct' and 'indirect' costs of congestion at £3m per year in the North Notts area. Failure to accommodate or facilitate existing and new trips will reduce the workforce's ability to access jobs, thus hindering business creation and expansion. It will also hinder access to training and education opportunities.
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	1. Provide a more efficient and resilient highway network thereby improving inter-urban connectivity and stimulating and supporting employment growth in north and mid Nottinghamshire, particularly in Ollerton, Newark and Mansfield. 2. Improve the quality of the local environment in Ollerton village by removing through traffic. 3. Unlock the creation of new jobs and housing growth in Ollerton, Mansfield and Newark.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	The solution has been chosen after testing and consulting on a range of at-grade scheme options, including conventional roundabout designs, partial and fully signalised junctions. Public consultation has been undertaken on a number of scheme options. The chosen scheme is judged to best meet the project objectives given the local environmental and property constraints that exist at this junction. The scheme is safeguarded by the County Council as a future project in the Local Transport Plan.
Demonstrate that the **optimal solution** has been identified	A number of alignments and junction configurations were tested using detailed traffic modelling software before arriving at the optimal and preferred solution.

S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution.	The scheme is supported by the local highway authority, Nottinghamshire County Council. It is included in Newark & Sherwood District Council's Core Strategy and is a key component of its Infrastructure Delivery Plan. Natural England and the Environment Agency have been consulted, due to localised impacts, and have indicated support in principle for the proposed scheme.
Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	
Describe the **outputs** from the Project / Programme	The project involves the improvement of the existing A614 / A616 / A6075 roundabout junction. The roundabout will be enlarged with the creation of additional circulatory carriageway and widened entry and exit lanes, all of which will provide a significant increase in the traffic capacity of the junction. The scheme will also include • improvements to footways, street lighting and bus stop infrastructure; • new cycle routes; and • new pedestrian and cycle signal controlled crossings.
E2. Outcomes: what the Project / Programme will achieve	
Describe the **outcomes** from the Project / Programme	It is predicted that the junction improvement will reduce delays by over 5 minutes per vehicle at peak periods. This will improve accessibility to the wider urban areas, providing economic benefits, especially to Ollerton, Mansfield and Newark. In addition, it will remove existing 'rat running' traffic from the centre of Ollerton village, reducing the highway maintenance burden and improving access to jobs and services to/from the village.
E3. Impacts: how the Project / Programme will unlock sustainable economic growth	
Will the intervention **unlock new jobs**? Quantify no. of jobs and GVA if possible.	It will contribute towards unlocking 160 hectares of B1/B2/B8 employment land in Mansfield and Newark and Sherwood district areas, which will generate up to 9,000 new jobs.
Will the intervention **unlock new housing**? Quantify no. of houses and wider benefits if possible.	It will contribute towards unlocking nearly 22,000 new houses in Mansfield (7,800) and Newark and Sherwood (14,200) district areas. More locally, it will help unlock 1,100 houses in Ollerton and Boughton.
Identify **further economic effects**. Quantify GVA effects if appropriate.	The scheme will improve accessibility to the wider area providing economic benefits to businesses in Mansfield, Newark and beyond, particularly those businesses involving road haulage and distribution wishing to gain access to, from and between the M1 and A1.
E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability	
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative? Please explain.	All road users will benefit from the reductions in traffic congestion on the A614, A616 and A6075 brought about by the Ollerton roundabout improvement. Children, the elderly and people with mobility impairments will benefit from the inclusion of DDA compliant traffic signal controlled crossings to enable them to walk between the village and the local nature reserve and Sherwood Forest located to the west of the A614. The proposal will also provide advantages to all residents of working age because they will be able to take advantage of new job opportunities and housing in Ollerton and further afield.
Will the intervention result in an increase or decrease in **carbon**	The intervention will have a number of discrete impacts. A decrease in carbon emissions is expected by encouraging the use of walking, cycling and public transport for local journeys instead of relying on private car use.

emissions? Please explain	However the creation of additional junction capacity, coupled with an increase in trip making brought about new economic activity, is likely to result in a net increase in total vehicle km travelled per year. This should be more than offset by the removal of congestion and less stop-start driving conditions on all approaches to the junction, and less traffic within Ollerton village. The net effect is expected to be a small net decrease in total carbon emissions.	
How will the intervention impact on the **natural and built environment**? Please explain	The Ollerton Roundabout improvement will remove the existing peak period traffic congestion at the roundabout. This will remove the need for traffic that currently "rat runs" through Ollerton village conservation area to do so by making the most appropriate route more desirable. This will deliver significant environmental benefits to residents, pedestrians and cyclists in the village centre by reducing noise, vibration and congestion and improving air quality. The environmental impacts of the enlarged roundabout will need to be assessed in detail. It will be necessary to incorporate suitable mitigation measures to offset any likely detrimental impacts. The guiding principle will be to ensure that schemes of mitigation more than offset the negative impacts, for example by creating new and improved habitats for flora and fauna on the adjoining Sherwood Heath Nature Reserve.	
E5. Value for Money Assessment		
Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	A traditional 'road user' Benefit to Cost Ratio is still to be calculated, however initial expectations are that the BCR will be greater than 2 and represent a 'high' value for money score using the DfT definition. A value for money statement will be produced for Ollerton roundabout improvement scheme in line with published DfT WebTAG guidance for future consideration by all funding parties. In terms of the likely cost of securing jobs and housing the following information provides a useful guide: Total jobs / total public cost equates to 9,000 / £5m = £555 per job; and Total houses / total public cost equates to 22,000 / £5m = £227 per house. These costs are within national guidelines for similar funding schemes with similar economic growth objectives and could be considered to represent extremely good value for money.	
Financial Case: demonstrate adequate consideration of costs and funding strategy		
F1. Total Project Cost		
What is the **total cost** of the project? Explain the approach to costing.	£4.767 million	The costs have been estimated following completion of a preliminary scheme design, using typical rates from similar projects undertaken by both the County Council and other local authorities. The price base is Q2 2013 prices and includes an allowance of 10% to cover contingencies/risk.
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£3.767 million	This significant improvement will enable / facilitate growth in the area, to the benefit of businesses and residents alike. The Ollerton roundabout improvement scheme cannot be justified by any group of developments. Accelerating this proposal and funding it through this mechanism is the only realistic delivery route for such a scheme.
How much **match funding** will be provided? Indicate sources.	£1.0 million	A combination of S106 contributions, CIL contributions and external funding from sources to be determined. The county and district councils are proactive in seeking developers and ensuring that the maximum amount of contribution is secured, and are confident that the target is realistic.

Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021	
D1. Partnerships for Delivery	
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	The local planning authority, Newark & Sherwood District Council, has identified the need for the improvement of Ollerton roundabout following a district wide transport study undertaken to inform future infrastructure delivery requirements. The Ollerton roundabout improvement is identified as a necessary scheme to support projected growth within the district, to be funded by the Community Infrastructure Levy. Ollerton Town Council has been consulted and has a shared commitment to delivery of the improvement scheme.
Demonstrate **private sector commitment** to the Project/Programme	Developers in Newark and Sherwood are subject to the CIL. It is likely, therefore, that all developers will be supportive of the proposed project because potentially it reduces the financial burden to be placed on them and will improve business efficiencies once the traffic congestion has been reduced.
D2. Effective Governance	
Explain proposed **governance structure**, including reference to partners if appropriate	The County Council will be responsible for the project's delivery. The authority has vast experience of delivering publicly funded infrastructure schemes and a centralised procurement function overseeing compliance with public procurement requirements. The scheme has been approved by both Chief Officers and Nottinghamshire County Council Members, through the committee report process. Prince 2 project management methodology will be used for this project in line with the County Council policy. The County Council has adopted PRINCE2 methodology for project management and a Project Board will be established to oversee the delivery of the project. The Project Board will include all relevant partners. Board members will review and advise on the delivery of the project through the established regular reporting mechanisms. The senior responsible officer will be an appropriate officer with sufficient experience and authority to ensure delivery of the programme (e.g. Highways Service Director). A Project Manager will be appointed for this project who will be responsible for overall satisfactory delivery of the project including: • conducting all consultation and managing the overall delivery of the project • briefing the design and construction of the work • evaluating the delivery of work • financial reporting on the programme and manage the budget This individual will be supported by specialist staff from within the Department's Highways Management Group, plus specialists from elsewhere in Communities Department. All colleagues involved in the scheme have extensive experience of delivering similar schemes. The project will operate within the framework of Nottinghamshire County Council's financial regulations, which set out instructions and guidance for processing the Authority's business transactions. These cover budgetary control, procurement of goods and services, management, retention, security and disposal of records, payment for goods, services and works, risk management and insurance, protection of public funds, audit etc. The financial regulations are fully compliant with EU public procurement directives.
Demonstrate that **adequate resource** will be committed by the promoter to develop the	The scheme has been approved by both chief officers and Nottinghamshire County Council members, through the committee report process. The scheme is based on similar projects delivered elsewhere within the

scheme	county, over a number of years. Therefore, the timetable is realistic and based on past experience. The scheme will be designed by NCC Design Services Group, which has extensive experience of designing and contract managing the construction infrastructure projects of all sizes. Project management will be undertaken by Nottinghamshire County Council's design teams which have delivered numerous individual schemes and programmes. These officers will also have access to assistance from NCC's equality officers and health and safety teams. Any contractors retained will be required (and contracted) to comply with relevant policies. Should the scheme be allocated funding by the LEP the scheme will be developed as part of the 2015/16 annual programme of local transport improvements. If funding is secured the fees for the design work will be funded by the local authority during 2014/15 as part of its annual design programme. The County Council already has a preferred design/delivery partner organisation in place for delivery of projects where they cannot be delivered internally.
D3. Capacity and Risk Management	
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	The main risks to delivery are • the need for detailed planning consent. • the need to assemble land (5 landowners involved) which will require a Highways CPO. • the need to secure Section 106/CIL contributions from the employment and housing sites. • the need for and unknown outcome of a CPO/SRO Public Inquiry • the need to secure necessary approvals from statutory bodies, in particular English Nature (scheme impacts on a SSSI) and the Environment Agency (scheme impacts on the washlands of the River Maun – compensatory storage may be required). The County Council and Newark and Sherwood District Council's will use their best endeavours to secure all necessary planning and statutory approvals to enable timely delivery of the Ollerton roundabout improvement scheme. The County Council is working closely with all statutory bodies to ensure that a mutually beneficial scheme will be presented for planning and statutory approval. The Council will seek to include schemes of mitigation and amelioration that provide betterment for the statutory bodies; e.g. the Council has identified the possibility of creating further heathland habitat remote from the scheme.
Briefly explain the most significant **construction / technical** risks and mitigation	A preliminary engineering layout has been prepared following extensive topographical, ecological and ground condition surveys. The proposed new roundabout is partially constrained by existing properties around the junction. There are likely to be considerable challenges to building this scheme without creating some considerable temporary traffic disruption. Restricted working hours may also be necessary due the presence of neighbouring residential properties and businesses.
Briefly explain the most significant **financial** risks and mitigation	The most significant financial risk is the potential for significant cost overruns due to construction challenges, inflated land acquisition costs and reduced financial contributions from third parties. Cost overruns will be mitigated through QS analysis and financial monitoring which forms part of the project management. The County Council and Newark and Sherwood District Council (CIL) will have to consider meeting any costs over and above the monies secured from the LEP, including potential cost overruns and underwriting of any funding contributions expected from third parties.

Briefly explain the most significant **commercial** risks and mitigation	The risk management strategy is still to be prepared and will provide evidence to show that risk allocation and transfer between the County Council and the appointed contractor re contract timescales, implementation timescales and construction costs/ risks.
D4. Procurement and Programme	
Demonstrate consideration of **procurement mechanisms** (technical support + contractors	The project will be managed and delivered by Nottinghamshire County Council (NCC), using internal services and NCC's tendered partnership delivery group 'Nottinghamshire Highway Partnership'. In line with the authority's Financial Regulations, we will not tender for those goods or services that our own internal services can deliver (e.g. highway design and project management). This follows an established methodology, which demonstrates value for money. The scheme development and design work will be carried out by NCC staff and partner consultant organisation. Highway construction work would be delivered by the Nottinghamshire Highways Partnership. The County Council is part of a long-term partnering contract with Tarmac Ltd which significantly enhances the construction capability of the Nottinghamshire Highways Partnership. The Tarmac appointment was the result of a full procurement exercise, following EC directives, in which tenders were evaluated using both quality and price criteria. It is the practice within the County Council to award all highway construction work up to £1m in value to the Nottinghamshire Highways Partnership. This has the advantage of achieving significant savings in tendering and contract supervision costs, maximises the advantages of partnership working and is fully in accord with the principles of Best Value and Rethinking Construction. Non-highway work would be delivered by NCC staff or partnered organisations as outlined above. The County Council's central procurement team controls and oversees all procurement and so ensures that appropriate standards are met.
Demonstrate evidence of an achievable **programme** for delivery	A detailed project plan is yet to be produced however the key milestones are likely to be as follows; • Environmental statement and planning application submitted to NSDC in Summer 2015. • Planning application determined by NSDC Winter 2015 • Negotiate on land acquisition and making of highways CPO Spring 2016. • Public Inquiry SRO / CPO Summer 2016. • PI favourable decision Autumn 2016. • Appoint contractor Winter 2016. • Commence construction Spring 2017. • Scheme completed Spring 2018.
D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	Project delivery will be monitored by the County Council's Project Manager as part of the overall management of the scheme of works. Delivery of the project's planning growth objectives will be monitored by the planning authority, whilst the County Council will undertake a before and after study to judge the operational performance of the junction (queues, delays, journey times etc) and evaluate the performance against the traffic congestion relief objectives.
Explain how progress will be reported to the **general public and business community**	The proposals for the Ollerton Roundabout Improvement scheme have been consulted upon by the District Council as part of their Core Strategy work. The general public, business community and key stakeholders have been consulted in a series past public consultation events. As part of the planning application process it is envisaged that a further public

	information event would be undertaken prior to submission. The planning application considerations and planning decision will be disseminated via the District Council's website. Further engagement with local businesses and the wider public will be undertaken in the run up to scheme construction. It is envisaged that a pre-construction information event will be held to inform the general public of scheme progress and that further information will be disseminated on the County Council's website during construction.

Sustained growth and housing in North East Derbyshire

Name of Programme	**Chesterfield Town Centre Package**
Location	Town centre corridor: Market Place to Chesterfield Railway Station/ Chesterfield Waterside. Includes development sites: Waterside, Railway Terrace, Northern Gateway, Spire Neighbourhood and Chesterfield town centre.
Description of Scheme / Programme	Chesterfield functions as a sub-regional employment and service centre with more than 50,000 people working in the Borough and a net-inflow of 6,000 commuters who travel to work in Chesterfield on a daily basis. Chesterfield is a well-established business location (with over 3,200 businesses located in the area) and is the largest centre for office-based employment in the north midlands/ south of Sheffield City Region. New office developments have been successfully completed in the Borough, reflecting an increasing level of demand for office space in the area. Chesterfield Borough is also creating a critical mass of small businesses and a seed-bed for the growth of new service-based activities through investment in a range of smaller office accommodation and innovation centres. Chesterfield also functions as a historic market town and an important shopping and service centre for the town and a wider hinterland. It also functions as a visitor destination as a consequence of its historic core, including the 'Crooked Spire' and close proximity to the Peak District National Park. The development of this infrastructure package represents the most attractive and realistic market opportunity to support the further growth of employment in office based sectors such as business, professional and financial services in Chesterfield in the short to medium term. The scale and quality of development, together with its proximity to the town centre and railway station provides an attractive and competitive market offer. Clearly, it is also important to invest in infrastructure that is best placed to facilitate the growth of these sectors, including housing, a high quality public realm and retail offer. The package consists of four distinct but combined elements to unlock and stimulate the further growth of office based sectors within Chesterfield town centre: • Building development platform and first phase office development to pump-prime the delivery of the 'Waterfront': main office park in a prime location within the Chesterfield Waterside scheme. • Hollis Lane Link Road to improve traffic management within the town centre, to support the delivery of developments sites, including the Railway Terrace and Northern Gateway and to enable the extension of public realm and shared space. • Digital regeneration (high speed data and Wi-Fi connectivity) to support the future requirements of the town to stimulate inward investment in micro-businesses and small/ medium enterprises. • Reconfiguration of the market place and shared space/ public realm extension (with associated traffic management measures) to create a new vibrant public space around the Crooked Spire and historic Market Place to encourage increased footfall, extension of the night time economy and to enhance the town's role as a gateway to the Peak District National Park.
Strategic Case: demonstrate that there is a clear rationale for intervention.	
S1. Problems, Barriers to Growth and Rationale for Intervention	
Confirm **problem(s)** to be addressed	Chesterfield's town centre economy is undergoing significant structural change as a consequence of the decline of its traditional manufacturing base. This presents Chesterfield with an opportunity to be a key driver of the area's economy through development in its town centre to offer the most attractive and realistic market opportunity to support the further growth

	in office based employment. New office developments have been successfully developed within the town centre, reflecting an increasing demand for office space in the area. As the economy has improved the number of enquiries to Chesterfield Borough Council for space and financial support has tripled, both from new and existing businesses. The Northern Sub-Region Employment land review (2008), based on recent levels of employment accommodated and econometric projections, demonstrated that there is a high demand in Chesterfield for small business and B1 office-based development. However, this projection was bounded by the recommendation that take-up of land is likely to be constrained by the availability of good quality, serviced sites. In 2009, the consultation on issues and options for the draft Core Strategy identified that tackling congestion during peak periods and strategic improvements is important to unlock further development land. Thematic congestion mapping undertaken by the County Council (based on Trafficmaster data provided by the DfT) and feedback from Bus Quality Partnership stakeholders, demonstrates that there are high levels of congestion at pinch points along the A61 and feeder routes causing medium to high (>2m 30s/ mile) delays to local and strategic movements through the town (including a number of bus services). A retail capacity study updated in 2010 identifies that there is further potential for comparison and convenience retail in the town centre. An LSE study and surveys through the Chamber of Commerce has demonstrated that the lack of high speed digital data and Wi-Fi connectivity will limit Chesterfield's long term ability to operate as a sub-regional employment centre. Consultation and 2012 Strategic Housing Land Availability Assessment has identified that the supply of 7,600 dwellings is required by 2026.
Explain how the problem(s) will **constrain economic growth** in the area	The potential for Chesterfield (already a net importer of commuters) to act as a driver of the D2N2 economy depends on its employment diversity, and transport and digital networks being fit for purpose. The loss of manufacturing and public sector jobs requires support to diversify the economic base and promote the growth of higher value private sector based services through high quality office space. Basin Square, the commercial heart of Chesterfield Waterside, and the other employment accommodation within this package is private sector led. However, opportunities for development are currently being constrained by a requirement to transform the traffic-dominated northern edge of the town centre by providing a new access link via the railway station (to mitigate for additional trips) and proposals to extend a traffic-free high quality public space around the 'Crooked Spire'. In the absence of proportional public funding being secured, it is unlikely that private sector contributions will be sufficient to provide the essential infrastructure to transform the northern edge of the town centre and therefore private-sector viability concerns are likely to continue to suppress development. In particular, absence of proportional public funding constrains the ability of private sector developers to deliver 2,100 jobs at the Waterside development site, 1,150 at the Northern Gateway and 660 at the Railway Terrace; and 1,100 dwellings at Waterside and 250 at Northern Gateway. – all within 0.5km of the town centre and railway station. An LSE study has demonstrated that an investment in the digital infrastructure in Chesterfield would stimulate significant job creation in the short-term and create a network effect that will offer superior job creation benefits because of a 'network multiplier', lead to higher productivity and increased competitiveness, and have a substantial beneficial impact on the environment. Surveys through the Chamber of Commerce indicates that lack of high speed data connectivity is a serious issue for local businesses and 85% said it is hindering growth and productivity. In response to a retail study, the town centre requires to reconfigure its

	market and retail space in order to respond to the change in its role as a retail centre and a driver for the visitor economy as both a destination and a gateway to the Peak District National Park.
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	• To facilitate the diversification of the employment base to office-based high value private sectors through pump-priming the delivery of the "Waterfront" main office park and associated highway improvements. • To facilitate the delivery of key town centre developments to improve the town's offer as a vibrant retail, leisure and business destination, while retaining highway delay and congestion at no greater than current levels. • To ensure that digital connectivity is in place to support all businesses and support inward investment such as the potential HS2 Academy.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	Different options for the town centre were considered as part of the development of the Chesterfield Town Centre Masterplan that was updated in October 2009. A range of land-use options for the Waterside Development were considered as part of a planning brief in 2006 resulting in the current Masterplan for the area, comprising a mixed development. The office park element has been specifically located to take advantage of its proximity to both the railway station and Chesterfield town centre.
Demonstrate that the **optimal solution** has been identified	This package of measures includes four distinct elements of investment to realise each of the developments required to transform the town centre. Together they optimise and bring added value to the potential of each development by combining to create a vibrant corridor between the railway station and town centre.
S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution.	This package of measures to transform the town centre is being supported and promoted by both Derbyshire County Council as transport authority and Chesterfield Borough Council as local planning authority. A joint public-private sector venture company has been established to secure the overall development of the Chesterfield Waterside. Partnership with Sustrans to develop a bid for LSTF funds to encourage sustainable access to the town centre.
Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	
Describe the **outputs** from the Project / Programme	Hollis Lane Link • 0.45km new 7.3m single carriageway • 0.45km new 3.0m shared use pedestrian/ cycle route • Upgraded signal control at A632/ Hollis Lane • New signal controlled junction at Holywell Cross • Station forecourt redesign to improve access for buses, taxis, cycle/ pedestrians and short-stay car parking. Public realm/ shared space • 0.3km reallocation of road space to shared/ public realm • Market reconfiguration. Building development platform and first phase office development • First phase office building comprising 4,650 sqm office space • Platform to secure 30,000sqm of B1 floorspace. Digital connectivity • High speed digital infrastructure and data network.

E2. Outcomes: what the Project / Programme will achieve	
Describe the **outcomes** from the Project / Programme	Waterside • Provide 4,650 sqm office space – unlocking 2,100 jobs • platform to secure 30,000 sqm of B1 office space Spire Neighbourhood • 120 dwellings Railway Terrace • 15,000 sqm of B1 business floorspace (mix of offices, hybrid office/ workshops to unlock 660 jobs. Northern Gateway • 25,000 sqm of retail, leisure, office floorspace to unlock 1,150 jobs. • 130 dwellings Town Centre • Reconfigured market • High speed data network • Support to improve the town as a visitor destination and gateway to the Peak District National Park.
E3. Impacts: how the Project / Programme will unlock sustainable economic growth	
Will the intervention **unlock new jobs**? Quantify no. of jobs and GVA if possible.	The Northern Sub-Region Employment land review (2008) based on recent levels of employment accommodated and econometric projections identified that there is high demand in Chesterfield for small business and B1 office-based development. In response, this package will unlock approximately 3,810 jobs across three development sites and an unquantifiable number across the wider town centre as a consequence of the developments:- Waterside – 2,100 jobs based on standard floorspace ratio of one job per 19sqm. Railway Terrace – 660 jobs (based on 9,000 sqm of B1 at 19sqm/job and 6,000 sqm hybrid at 32 sqm/job). Northern Gateway – 1,150 jobs (mix of uses)
Will the intervention **unlock new housing**? Quantify no. of houses and wider benefits if possible.	Unlocking development sites for employment will enable the acceleration of 1,210 houses at three sites:- 110 dwellings at Northern Gateway and Spire Neighbourhoods 1,100 dwellings at Waterside
Identify **further economic effects**. Quantify GVA effects if appropriate.	Additional GVA of £143 million based on average GVA per Derbyshire job (£36,711 2010 levels). There is potential to increase this to £168 million based on £44,000 per job for financial and business services. Although this form focuses on the direct number of jobs created at development sites, the stimulation of a greater number of visitors and footfall across the town will support the vitality of the town centre and wider hinterland – this has not been quantified.
E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability	
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative? Please explain.	The package of measures will positively benefit residents in north eastern Derbyshire by providing a mix of low/ medium/ high skilled employment opportunities in and around the town centre. The location of development sites within the town centre, close to public transport interchanges and areas with low skills and low employment will enable a greater accessibility to job and training opportunities.
Will the intervention result in an increase or decrease in **carbon emissions**? Please explain	An objective of the package of works is to manage highway congestion and delay at no greater than current levels. The location of development in the town centre close to public transport hubs, the Chesterfield Strategic Cycle Network and enhanced pedestrian environments will enable opportunities to encourage smarter travel options – particularly in partnership with Sustrans,

	subject to proposed LSTF bid to enhance sustainable access to the town centre and railway station. The residential developments are all in the town centre or at the edge of the town centre promotes sustainable travel and reduces the requirement for a reliance on the car. The digital infrastructure for the town centre will deliver environmental benefits by enabling the town centre to act as an employment area/ promotion of home working to reduce the requirement for re-location to out of town business parks. It will also facilitate the future development of an intelligent transportation system delivering environmental benefits by reducing congestion, enabling more efficient use of car parks and improving the performance and reliability of public transport.	
How will the intervention impact on the **natural and built environment**? Please explain	The package of measures will make a positive contribution to both the natural and built environment. The development of the corridor will provide a vibrant public realm linking the historic market place, through transformed derelict sites to link to green space and the Chesterfield Canal. Sustainable patterns of living (combining residential and employment areas in close proximity to good public transport links) will be promoted.	
E5. Value for Money Assessment		
Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	Benefit to cost ratio is calculated using GVA per average Derbyshire job at 2010 levels (£36,711). Overall package (£36,711*3,910/£20.05) = 7.18. This benefit to cost ratio only includes jobs directly unlocked at the three sites below, it does not include all employment sites along the A61 corridor and therefore the ratio should be considered the minimum.	
Financial Case: demonstrate adequate consideration of costs and funding strategy		
F1. Total Project Cost		
What is the **total cost** of the project? Explain the approach to costing.	£20.05 million	Hollis Lane Link £5.3 million. Public realm and traffic management £3.35 million Market reconfiguration £1.5 million Waterside Office Building £7.5 million Digital Infrastructure £2.4 million
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£11.15 million	Hollis Lane Link £4.25 million. Public realm and traffic management £2.4 million Market reconfiguration £1.0 million Waterside Office Building £1.5 million Digital Infrastructure £2.0 million
How much **match funding** will be provided? Indicate sources.	£8.90 million	£2.5 million public sector funding:- Hollis Lane Link £1.05 million Public realm £950,000 Market reconfiguration £500,000 Funding model to enable public sector funding to be recovered from S106 and invested in future regeneration measures within the town centre. Waterside Office Building £6 million private sector funding already secured. Digital infrastructure £400,000 private sector investment. (£220,000 confirmed)

Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021	
D1. Partnerships for Delivery	
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	Include but not limited to: Derbyshire County Council, Chesterfield Borough Council, Chesterfield College, University of Derby, Sustrans, Town Centre Forum (private sector), Destination Chesterfield Champions (private sector), Chesterfield Waterside Limited (private sector). Letters of support are available from Chesterfield Borough Council.
Demonstrate **private sector commitment** to the Project/Programme	The Chesterfield Waterside development is private sector led and the developer has committed its contribution via the form of a legal agreement. The development is being actively marketed by the developer's appointed agents and also benefits from business enquiry referrals via the Borough Council and D2N2 and Sheffield City Region. The market has responded positively, and occupier interest has been increasing to a point where a scheme can now be brought forward for development; and there are advanced negotiations with potential occupiers taking place from the IT, business, leisure and financial sectors for a requirement for 4,850spm office space, 1,900 and 2,650 sqm retail and leisure space. Work is currently underway on site preparing land for an initial phase of housing development. A private sector partner has stated a desire to enter into a joint venture regarding the digital infrastructure. Please note: individual developers are not named in this proforma for confidentiality reasons.
D2. Effective Governance	
Explain proposed **governance structure**, including reference to partners if appropriate	Derbyshire County Council and Chesterfield Borough Council would deliver the proposals in partnership, including establishment of a project board. Neil Johnson – Development and Growth Manager is nominated from Chesterfield Borough Council.
Demonstrate that **adequate resource** will be committed by the promoter to develop the scheme	Chesterfield Borough Council has an adopted Masterplan for the area and has set up Project Boards to manage the works with resources allocated through Full Council to deliver the projects.
D3. Capacity and Risk Management	
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	Most significant risk to overall delivery is the ability to deliver different elements of this programme at the same time i.e. drawing down private sector contributions and town centre disruption. A phased programme of works across six years would enable disruption to be minimised. The Masterplan and Action Plan sets out tasks and effective partnership working with different stakeholders. Planning approvals have already been granted for half the programme.
Briefly explain the most significant **construction / technical** risks and mitigation	Access restrictions, mitigated by masterplan approach and programming undertaken by different stakeholders.
Briefly explain the most significant **financial** risks and mitigation	Most significant financial risks are cost increases as a consequence of unforeseen construction challenges. These will be mitigated through technical design audits and appropriate contract documentation.
Briefly explain the most significant **commercial** risks and mitigation	Most significant commercial risk is around agreement with private sector landowners; however these have been mitigated with Options Agreements.

D4. Procurement and Programme	
Demonstrate consideration of **procurement mechanisms** (technical support + contractors	Specialist technical support will be provided by the Partners. Contractors will be procured in accordance with EU Regulations.
Demonstrate evidence of an achievable **programme** for delivery	Planning permission has been granted for Chesterfield Waterside. Specifications for digital infrastructure, Hollis Lane and Chesterfield Waterside have been prepared. Programme could start to be procured by September 2014, with construction commencing in Spring 2015. Key completion dates: Digital connectivity September 2015 Waterside office building September 2015 Market configuration April 2016 Hollis Lane Link July 2019 Public realm/ shared space July 2019
D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	Project delivery will be monitored through Steering Groups and Project Board reporting back to Derbyshire County Council and Chesterfield Borough Council. Projects will be reviewed and audited at key stages and a final evaluation will assess the project against its business case and mandate.
Explain how progress will be reported to the **general public and business community**	Businesses are already engaged through Destination Chesterfield and Town Centre Forum and there will be opportunities for public and further business engagement through public consultation and local government democratic processes. A stakeholder management plan has been produced for each project.

Name of Programme	**A61 Growth Corridor**
Location	A61 corridor between Dronfield, Chesterfield, Clay Cross and Alfreton
Description of Scheme / Programme	The A61 provides a strategic and local transport function between the M1 and south Sheffield and to communities and employment sites between Chesterfield and the A38(T) at Alfreton. Consequently, significant delays for road users and bus passengers in both the morning and evening peak, particularly at pinch points through the town centre, between the town centre and Clay Cross and north to the A61 Whittington Moor roundabout have a significant impact on end-to-end journey times across a much wider area. This project is the first phase of a longer term vision to support the A61 strategic route becoming a priority growth corridor for both D2N2 and Sheffield City Region by unlocking development, enabling reduced journey times to benefit new and existing travellers by both private and public transport and providing a more resilient transport network in North Eastern Derbyshire. This includes: • The A61 Hornsbridge roundabout is the key interchange for journeys between the A61 corridor, Chesterfield town centre environs and the M1 motorway. As a consequence, it is considered the gateway to Chesterfield and further afield to the Peak District National Park. Significant delays to road users require additional road capacity and safety improvements, and new pumping infrastructure to remediate on-going flooding events and remove constraints that have previously seen development proposals withdrawn or development scale restricted to suppress trip rates. • The A61 corridor acts as a strategic north-south spine connecting a high number of brownfield development sites both adjacent to the A61 and along feeder corridors such as the A619, including Waterside, Northern Gateway and Staveley and Rother Valley via the future Chesterfield-Staveley regeneration route. Road capacity and safety improvements at pinch points identified through modelling and congestion mapping are required to remove constraints that has seen previous development proposals withdrawn or development scale restricted to suppress trip rates. • A new junction on the A61 at Wingerworth, 2.5km south of Chesterfield is required to unlock new housing and create jobs on The Avenue; a mixed development site comprising of over 1,000 dwellings, employment sites to create 800 jobs, together with retail and community uses. • A new junction on the A61 at Clay Cross, 6.5km south of Chesterfield is required to pump-prime and unlock development on the former Biwater site; a mixed use development comprising 1,000 dwellings, employment sites to create 800 jobs and retail uses. • Flood remediation on the former Wagon Works development site, near Whittington Moor, 2.5km north of Chesterfield town centre, is required to unlock the creation of 590 jobs.
Strategic Case: demonstrate that there is a clear rationale for intervention.	
S1. Problems, Barriers to Growth and Rationale for Intervention	
Confirm **problem(s)** to be addressed	The A61 corridor hosts a number of brownfield sites identified for redevelopment and will contribute a significant proportion of North Eastern Derbyshire's future employment and housing provision. The Northern Sub-Region Employment land review (2008), based on recent levels of employment accommodated and econometric projections, demonstrates that there is high demand in Chesterfield and its environs for small business and B1 office-based development. However, this projection was bounded by the recommendation that take-up of land is likely to be constrained by the availability of good quality, serviced sites; and that high

	levels of congestion was an issue in developing sites along the A61 corridor. Despite this recognised demand for development land, few sites have been developed along the A61 corridor. In February 2014, North East Derbyshire District Council hosted a 'developer day' which was attended by 15 developers who have showed interest in developing along the A61. At this event, all developers mentioned that the viability of a site would be constrained due to access requirements in combination with a deterrent of a congested network. Thematic congestion mapping undertaken by the County Council (based on Trafficmaster data provided by the DfT) and feedback from Bus Quality Partnership stakeholders, demonstrates that there are high levels of congestion at pinch points along the A61 from the South of the town and going north via the inner relief road and out onto the Dronfield bypass causing medium to high (>2m 30s/ mile) delays to local and strategic movements through the town (including a number of bus services). Similarly, thematic mapping also identifies medium to high delays on feeder routes, such as the A619 along Chatsworth Road, Markham Road going through the centre of Chesterfield and then out toward Brimington. Recent analysis of the A61 Whittington Moor roundabout suggests that the proposed improvements will deliver a saving of 118.3 hours delay in the morning peak and 227.9 hours delay in the evening peak and similar journey time savings are likely to be realised with improvements at further pinch points along the A61 corridor and its feeder corridors. Furthermore, many brownfield sites, for example The Avenue, are heavily contaminated due to previous industrial usage and require significant remediation at a significant cost. This high cost of remediation significantly limits the extent to which significant access and off-site highway and flooding impacts can be mitigated through private investment, placing restrictions and suppresses levels of development.
Explain how the problem(s) will **constrain economic growth** in the area	The Northern Sub-Region Employment land review (2008) recognises that many development sites along the A61 require significant investment to remediate severe contamination and the Chesterfield transport model demonstrates that strategic off-site road improvements are required to mitigate for the inability of the current network to successfully accommodate additional development trips. There is considerable interest and investment in purchasing land by developers along the A61 corridor which confirms the projected market demand made by the land review. However, the significant cost of remediation and requirement for access and off-site highway mitigation is clearly reducing the delivery of development. In the absence of proportional public funding being secured, it is unlikely that private sector contributions will be sufficient to address deficiencies of the highway network and viability concerns are likely to continue to suppress development. The Avenue development site comprises over 1,000 homes and a potential to create 800 new jobs. A developer and partner are in place to develop the first phase of housing and a second developer is intent on developing a number of homes (Note developers not named for confidentiality reasons). However, without proportional public funding being secured, the significant cost of remediation and highway mitigation interventions is likely to significantly constrain the development of the remainder of the site, thereby preventing the delivery of 600 new dwellings and 800 new jobs. Furthermore, there are off-site mitigation requirements to between The Avenue and Chesterfield town centre to accommodate additional trips. The former Biwater site comprises 980 new homes and a potential to create 800 new jobs. Without proportional public funding being secured, the significant cost of remediation and mitigation is likely to at best delay

	and at worst restrict the delivery of 780 new dwellings and 800 new jobs. The viability and creation of 590 jobs on the former Wagon Works site is currently precluded by requirements for significant flood remediation works.
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	• Reduce congestion, delay and collisions for existing travellers at identified pinch points, to provide a safer, free flowing transport corridor. • Accelerate and unlock development by bringing forward additional access, road capacity and flood remediation along the priority corridor to unlock proposed land use development. • Provide a comprehensive area wide travel plan and associated measures to encourage sustainable travel throughout the corridor for both existing and prospective travellers.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	The requirement for capacity improvements and associated measures to enable the successful delivery of land use development of brownfield sites along the A61 has been a long standing aspiration for the County Council, Chesterfield Borough Council and North East Derbyshire District Council. It is recognised that large scale grade-separation is not achievable, at least in the short-term, and to stimulate inward investment a range of measures to increase the capacity along the corridor is required to minimise delays at pinch points. Access options to development sites have been considered as part of the development of Local Plans and Masterplans.
Demonstrate that the **optimal solution** has been identified	The use of thematic congestion mapping, Chesterfield Transport Model and access options to development sites have been used to develop this distinct package of strategic infrastructure improvements that individually unlock and accelerate development of large housing and employment sites, but together optimise and bring added value to stimulate growth along the A61 corridor and across the wider North Eastern Derbyshire area. The strategy for the A61 corridor in Chesterfield has been tested through development of the Chesterfield Core Strategy.
S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution.	The scheme is identified in local transport planning policy and can be found listed in all Derbyshire Local Transport Plans developed by the County Council as transport authority. Along with the County Council, Chesterfield Borough Council and North East Derbyshire District Council are joint promoters for the scheme.
Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	
Describe the **outputs** from the Project / Programme	• Additional capacity and safety measures at A61 Hornsbridge Roundabout. • New pumps and associated civil engineering to reduce flooding at Hornsbridge Roundabout. • Package of small-scale capacity enhancements at key pinch-points along the A61 corridor and on feeder routes including Lockoford Lane, St Augustines Road and Storforth Lane. • New junction at The Avenue development site. • New junction at the former Biwater Site. • Flood remediation at the former Wagon Works site.
E2. Outcomes: what the Project / Programme will achieve	
Describe the **outcomes** from the Project / Programme	• Reduced congestion, delays and collisions for existing road users • Increased usage of public transport, walking and cycling. • Provision of additional capacity to enable the development of over

	400ha to deliver 3,500 homes along the A61 corridor and up to 6,000 in total across North East Derbyshire. Enable the creation of over 5,000 new jobs along the A61 corridor and over 8,500 in total across North East Derbyshire. • New access to unlock 600 homes and 800 jobs at The Avenue development site and pump-prime to accelerate the delivery of 780 homes and 800 jobs at the former Biwater development site. • Flood remediation to unlock 590 jobs at the former Wagon Works.
E3. Impacts: how the Project / Programme will unlock sustainable economic growth	
Will the intervention **unlock new jobs**? Quantify no. of jobs and GVA if possible.	The A61 corridor hosts a number of brownfield sites identified for redevelopment and will contribute a significant proportion of North Eastern Derbyshire's future employment and housing provision. The Northern Sub-Region Employment land review (2008), based on recent levels of employment accommodated and econometric projections, demonstrates that there is high demand in Chesterfield and its environs for small business and B1 office-based development. • Provision of additional capacity to enable the development of up to 90,000sqm of B1 and other employment floorspace along the A61 corridor to enable the creation of over 5,000 new jobs over 8,500 in total across North East Derbyshire. • New access to unlock 800 jobs at The Avenue development site and pump-prime to accelerate the delivery of 800 jobs at the former Biwater development site. • Flood remediation to unlock 590 jobs at the former Wagon Works. Calculations based on standard sqm/job ratios.
Will the intervention **unlock new housing**? Quantify no. of houses and wider benefits if possible.	• Provision of additional capacity to enable the development of over 400ha to deliver 3,500 homes along the A61 corridor and up to 6,000 in total across North East Derbyshire. • New access to unlock 600 homes at The Avenue development site and pump-prime to accelerate the delivery of 780 homes at the former Biwater development site.
Identify **further economic effects**. Quantify GVA effects if appropriate.	Additional GVA of £80 million based on £36,711 per Derbyshire job (2010). Although this form focusses on the direct number of jobs created at development sites along the A61 corridor, an increase in the number of dwellings and stimulation of over 8,500 jobs across the area will support the vitality of Chesterfield and Clay Cross town centres and across the wider hinterland of North East Derbyshire.
E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability	
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative? Please explain.	The package of measures will positively benefit residents in north eastern Derbyshire by providing a mix of low/ medium/ high skilled employment opportunities in Chesterfield and across North East Derbyshire District. A comprehensive area travel plan and mixed development sites will enable greater accessibility to job and training opportunities.
Will the intervention result in an increase or decrease in **carbon emissions**? Please explain	It is likely that there will be additional traffic generated by the significant scale of development. However, the aim of the area travel plan and mixed development is to minimise the effects of this.
How will the intervention impact on the **natural and built environment**? Please explain	Small scale capacity and new junctions are likely to be within the existing highway boundary or within development sites and are unlikely to have a negative effect on the natural and built environment. New development will transform existing derelict sites and many will provide additional green space and positively contribute to both the natural and built environment. Sustainable patterns of living (combining residential and employment in

	close proximity to sustainable travel options) will be promoted.	
E5. Value for Money Assessment		
Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	Benefit to cost ratio is calculated using GVA per average Derbyshire job at 2010 levels (£36,711). Overall package (£36,711*2,190/£16.0million) = 5.02. This benefit to cost ratio only includes jobs directly unlocked at the three sites below, it does not include all employment sites along the A61 corridor and therefore the ratio should be considered the minimum. New junction on A61 the Avenue development site (£36,711*800/£3.5m) = 8.39 New junction on A61 former Biwater site (£36,711*800/£3.5m) = 8.39 Flood remediation at former Wagon Works (£36,711*590/£1.0m) = 21.65	
Financial Case: demonstrate adequate consideration of costs and funding strategy		
F1. Total Project Cost		
What is the **total cost** of the project? Explain the approach to costing.	£16 million	Hornsbridge roundabout improvement £5.5 million Road capacity and safety improvements at pinch points £2.5 million New junction on A61 The Avenue £3.5 million New junction on A61 for Biwater site £3.5 million Flood remediation at former Wagon Works £1 million
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£12.8 million	
How much **match funding** will be provided? Indicate sources.	£3.2 million	£300,000 public sector contribution flood remediation at the former Wagon Works and at A61 Hornsbridge roundabout. Minimum of £2.9 million private sector funding has already been secured through Section 106 agreements (subject to development taking place/ full assessment of impact) for The Avenue and former Biwater site. The funding model for the scheme will enable further S106 private sector funds to be secured that can be reinvested into the A61 Growth Corridor.
Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021		
D1. Partnerships for Delivery		
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	Derbyshire County Council, Chesterfield Borough Council, North East Derbyshire District Council, Environment Agency.	
Demonstrate **private sector commitment** to the Project/Programme	The demand for sites along the A61 corridor is illustrated by the high number of consented development sites and other sites currently in the pipeline for development. The Avenue is in the ownership of a developer who has a partner in place for Phase 1 and a housing developer is also committed to delivering houses on part of the site. The former Biwater site is in the ownership of a developer. All three developers are committed to development of these sites. This commitment includes agreements in place for a minimum of £2.9 million in private sector match funding element through Section 106 agreements (subject to development taking place/ full assessment of impact). Further development sites in Chesterfield have private sector partner commitment in place (these developments are	

	contained within the Chesterfield Package). Please note: individual developers are not named in this proforma for confidentiality reasons.
D2. Effective Governance	
Explain proposed **governance structure**, including reference to partners if appropriate	Derbyshire County Council, Chesterfield Borough Council and North East Derbyshire District Council will deliver the project in partnership. Each authority will have responsibility for delivery of individual elements.
Demonstrate that **adequate resource** will be committed by the promoter to develop the scheme	Derbyshire County Council has initiated a study into developing an optimum solution to Hornsbridge Roundabout during 2014 and has had preliminary discussions about flood remediation infrastructure. Chesterfield Borough Council has an adopted masterplan for Borough development sites and has set up Project Boards to manage the works with resources committed through its Full Council.
D3. Capacity and Risk Management	
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	Statutory planning processes and land assembly for interventions not located within the existing highway. This is being mitigated by a phased delivery programme that enables sites with planning and land in place to be delivered early in the programme. Proposals requiring statutory planning processes and land assembly will be managed by Chesterfield Borough Council and North East Derbyshire District Council through the planning process and strategic planning of major development sites. The potential for using CPO powers would be examined where necessary. Risk will be managed through the Governance structure.
Briefly explain the most significant **construction / technical** risks and mitigation	Unforeseen ground conditions will be mitigated through technical surveys. Discussions with Environment Agency will enable most efficient solution to discharge of flood water.
Briefly explain the most significant **financial** risks and mitigation	Most significant financial risks are cost increases due to construction challenges. These will be mitigated through technical design audits and appropriate contract documentation.
Briefly explain the most significant **commercial** risks and mitigation	Most significant commercial risk is around the agreement with private sector landowners. This will be mitigated through technical design audits and assessments to draw down Section 106 monies. In Chesterfield Borough, these have been mitigated by Options Agreements.
D4. Procurement and Programme	
Demonstrate consideration of **procurement mechanisms** (technical support + contractors	Specialist technical support will be provided by partners or secured through framework contracts. Works contractor(s) will be procured in accordance with EU Regulations.
Demonstrate evidence of an achievable **programme** for delivery	The former Biwater development site has planning consent. A developer has consent to develop part of the Avenue development and are currently going to the market to engage with development partners. The remainder of the Avenue development site is subject to a Development Framework. Further development sites are at various stages of consent along the A61 corridor. Improvements at the A61 Hornsbridge are within the confines of the highway boundary. Programme as follows:- Hornsbridge Roundabout improvements – complete March 2017 A61/ feeder route pinch points – between March 2016 and March 2019 in advance of development to mitigate additional trips A61 junction at the Avenue development site – complete March 2019 A61 junction at the former Biwater site – complete March 2021

D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	Project delivery will be monitored through Steering Groups and Project Boards reporting back to Derbyshire County Council, Chesterfield Borough Council and North East Derbyshire District Council. Projects will be reviewed and audited at key stages and a final evaluation will assess the project against its original business case and mandate.
Explain how progress will be reported to the **general public and business community**	Chesterfield businesses are already engaged through Destination Chesterfield and there will be opportunities for public and business engagement through public consultation and the local democratic process.

Accelerating housing and employment growth in Newark

Name of Programme	**Newark Southern Link Road (SLR)**
Location	Between the A46 and A1 to the south of Newark
Description of Scheme / Programme	A new single carriageway road with at grade roundabout junctions along its length, a shared use footway on the northern side between the NCN route 64 and B6326 roundabout, and four toucan crossings.
Strategic Case: demonstrate that there is a clear rationale for intervention.	
S1. Problems, Barriers to Growth and Rationale for Intervention	
Confirm **problem(s)** to be addressed	The delivery of one of Newark's Urban Area strategic urban extensions relies on the delivery of the SLR. The cost of the road is affecting the viability of the wider scheme and has therefore prevented a start on any part of the allocated site.
Explain how the problem(s) will **constrain economic growth** in the area	Failure to deliver the SLR will restrict housing development on the Land South of Newark strategic urban extension. No more than 500 houses can be delivered on the scheme before the initial phase of the SLR is completed. This restriction will mean that 2650 houses and two local centres, including retail and education facilities, will not be delivered. Also the employment site, whilst accessible, will be less attractive to potential occupiers. However, no construction has started on site to deliver the 500 homes as the overall site viability is compromised by the infrastructure costs including the SLR.
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	To deliver the SLR and consequently secure the delivery of a strategic urban extension of 3,150 dwellings and associated supporting development.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	A detailed traffic model was constructed covering the whole of Newark and surrounds on behalf of the land owner. This model assessed a range of options including doing nothing and making improvements to the existing road network (schemes 4 and 5). The assessment demonstrated that the provision of a Southern Link Road is necessary to unlock the development.
Demonstrate that the **optimal solution** has been identified	A number of alignments and junction configurations were tested using the detailed traffic model before arriving at the preferred solution.
S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution.	Newark & Sherwood District Council allocated the site for development in its Core Strategy in March 2011. Outline planning consent has been granted. The Council works closely with the developer, Catesby Estates, alongside Nottinghamshire County Council to ensure that the scheme can be delivered. The Highways Agency acknowledges the need for the project and has agreed to the construction of the necessary junctions with the trunk road network at the A1 and the A46. Catesby Estates have agreed to commence the construction of the road within 18 months of the approval of the first reserved matters consent for the first phase of the residential development.
Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	
Describe the **outputs** from the Project / Programme	4.6km of new single carriageway road incorporating 1.8km of new shared use footway, 7 new junctions and 4 toucan crossings. The scheme will be built in four phases but the western phase carries significant additional costs relating to the building of a viaduct to cross the River Devon floodplain.

E2. Outcomes: what the Project / Programme will achieve	
Describe the **outcomes** from the Project / Programme	The project will deliver a strategic urban extension on Land South of Newark. This is a key scheme in the delivery of Newark & Sherwood's Prosperity agenda. The project will unlock over 3000 houses, including affordable housing, two local centres including new retail, community and educational facilities and green infrastructure and a sustainable transport package which will link the site to Newark town centre.
E3. Impacts: how the Project / Programme will unlock sustainable economic growth	
Will the intervention **unlock new jobs**? Quantify no. of jobs and GVA if possible.	Yes – an estimated 3,118 jobs will be created (excluding construction jobs associated with the site). These figures are based on job projections (using the HCA method) for development of the employment area of the strategic site. These predictions were based on a ratio of current economic activity rate within the District projected forward to take account of the level of new housing proposed, with particular reference to Growth Point status. The evidence base informing this work includes the Employment Land Review (and update), ONS data and baseline information used in the Infrastructure Delivery Plan.
Will the intervention **unlock new housing**? Quantify no. of houses and wider benefits if possible.	3,150 dwellings will be unlocked by delivery of the SLR – significantly improving the viability of the scheme.
Identify **further economic effects**. Quantify GVA effects if appropriate.	The delivery of the SLR will also bring wider benefits to Newark Urban Area, including providing an alternative access to the A1 and the A46 for traffic in the south of the town, particularly if there are traffic problems on the Newark northern relief road (A46). This will reduce journey times on the main road network, improve access to non-local markets, reduce distribution costs for local businesses which will improve competitiveness and provide better access to the strategic road network for the local labour market. Newark also has two further strategic urban extensions (Land East of Newark, Fernwood) which are less advanced than the land to the south of Newark. Whilst their delivery is not wholly reliant on the SLR it will be a positive benefit to these other schemes to have improved access.
E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability	
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative? Please explain.	The proposal will provide access to new housing, including affordable housing, which will assist those in housing need. The proposal will provide advantages to residents of working age because it will enable the creation of new jobs and accessibility to the labour market. The proposal will provide advantages to local businesses by improving access to markets and cutting journey times, increasing competiveness. There is likely to be a negative impact on residents living on existing roads that will act as links between the developments and town centre, and on the road network in the town centre and it is intended that these impacts will be mitigated by a sustainable transport package.
Will the intervention result in an increase or decrease in **carbon emissions**? Please explain	The Environmental Assessment does not identify a significant likely increase in carbon emissions
How will the intervention impact on the **natural and built environment**? Please explain	The proposed road is to be built on undeveloped land. The application site is not covered by any statutory nature conservation designations, but there are seven Sites of Interest for Nature Conservation (non-statutory conservation sites) wholly or partly within the application site boundary. Embedded mitigation has been included in the proposed development to

	avert or reduce negative effects on habitats and protected/rare species. Such measures include siting the development in areas of low quality habitat, creating new areas of high quality habitat and maintaining and creating green corridors through the application site. Furthermore, there is a commitment to implementing a habitat management plan to maintain habitats on the site in the long-term. The proposed development will include new and retained habitats which will offer opportunities for a range of protected and rare fauna present on or near to the application site. Effects on legally protected species will be mitigated by specific measures to ensure that legislation is not breached. It is predicted that the Sites of Interest for Nature Conservation will experience a minor beneficial effects from the proposed development in the long-term. Minor beneficial effects are also predicted for watercourses, woodland and reedbeds.	
E5. Value for Money Assessment		
Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	A BCR has not been calculated because the project is being delivered by developers as part of a commercial venture. Given that the development is commercial, it is expected that the financial returns to the developer will outweigh the costs of construction. However, in submitting this bid for a funding contribution, it is acknowledged that without financial support the capital cost of the project is too high for the market to bear. Assuming a project cost of £26.25 million, the cost per job created is estimated at £8,418 (£26.25m / 3,150 jobs) and the cost per dwelling is estimated at £9,906 (£26.25m / 2,650 houses). These figures compare very favourably with the cost of £33,000 per net additional job achieved by programmes with comparable objectives (source: NAO) and the guideline of £47,000 per dwelling.	
Financial Case: demonstrate adequate consideration of costs and funding strategy		
F1. Total Project Cost		
What is the **total cost** of the project? Explain the approach to costing.	£26.25 million	The cost estimate has been provided by Catesby Estates via their highways consultants. The cost is at current 2014 prices and includes a 10% contingency.
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£7.0 million	An LGF contribution of £7m is required to unlock the viability of this project and accelerate the delivery of the housing and employment growth in Newark
How much **match funding** will be provided? Indicate sources.	£2.5 million £16.75 million	Newark & Sherwood DC Developer funding
Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021		
D1. Partnerships for Delivery		
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	Newark & Sherwood District Council, Catesby Estates, Nottinghamshire County Council and the Highways Agency are all committed to the vision for growth in and around Newark. Land South of Newark is the most advanced of these schemes (having received outline planning consent both for the whole urban extension and the junction works required on the A46). The District Council has been working closely with Catesby to facilitate the development of the scheme alongside the County Council and the Highways Agency.	
Demonstrate **private sector commitment** to the Project/Programme	The project will be delivered by contractors on behalf of the developer, who will be responsible for its delivery. The detailed design will be the subject of scrutiny by the County Council and Highways Agency and construction	

	will only begin once the detailed design has been approved by both authorities. The new road and junctions will be subject to the full safety auditing process and will only be adopted once the council is satisfied that all requirements have been met.
D2. Effective Governance	
Explain proposed **governance structure**, including reference to partners if appropriate	The project will be delivered by contractors on behalf of the developer, who will be responsible for its delivery. The Section 106 Agreement between the District and County Council and Catesby provides a legal framework for ensuring the proper delivery of the SLR. The detailed design will be the subject of scrutiny by the County Council and Highways Agency and construction will only begin once the detailed design has been approved by both authorities. The new road and junctions will be subject to the full safety auditing process and will only be adopted once the County Council is satisfied that all requirements have been met.
Demonstrate that **adequate resource** will be committed by the promoter to develop the scheme	Delivery of this scheme will facilitate the delivery of the single largest development in the history of the district. This project is a top priority for the District Council reflecting the Council's strategic aim of "Prosperity" and the aims and policies of the Council's Core Strategy. Newark and Sherwood District Council is willing to contribute £2.5 million to the scheme, recognising that this will help to bring benefits to the community and bring the scheme into a position of viability. The Council's Development, Planning Policy, Economic Development and Strategic Housing Business Units will provide support for the implementation of the scheme with the assistance of the County Council Highways Department. Catesby Property Group is committed to the scheme and has secured the necessary land ownership and options to deliver the scheme. The current barrier to progress is around viability and a SEP contribution to the scheme alongside the District Council's contribution, together with other interventions through the HCA, will help to ensure that the scheme works as a financially viable investment.
D3. Capacity and Risk Management	
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	The most significant risk to the overall delivery is the potential for significant cost overruns due to construction challenges. This is mitigated by a detailed and updated cost plan for the road which has been produced by Catesby.
Briefly explain the most significant **construction / technical** risks and mitigation	Detailed design work has been carried out and all construction and technical risks have been identified. Flooding, drainage, ground conditions and the presence of gas, electrical, communication and water equipment have all been considered and will be mitigated appropriately.
Briefly explain the most significant **financial** risks and mitigation	The most significant financial risk is the potential for significant cost overruns due to construction challenges. This is mitigated by a detailed and updated cost plan for the road which has been produced by Catesby.
Briefly explain the most significant **commercial** risks and mitigation	The most significant commercial risk is the capacity of the construction industry to build out new sites in an appropriate timescale. Catesby is expecting to make an announcement shortly about a first phase of housing which will provide assurance.
D4. Procurement and Programme	
Demonstrate consideration of **procurement mechanisms** (technical support + contractors	Catesby will be responsible for procurement and support will be offered by NSDC and NCC. The developer will be responsible for all procurement mechanisms.

Demonstrate evidence of an achievable **programme** for delivery	The scheme has outline planning application and a willing developer, who has control of the land. Construction can therefore commence as soon as detailed design has been submitted to and approved by the LPA in consultation with the LHA, and a contractor appointed.
D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	Progress will be monitored by NSDC and NCC through an agreed mechanism with Catesby and assessed against outcomes.
Explain how progress will be reported to the **general public and business community**	The Council will report the delivery of important milestones via a number of methods: • Press Releases, update on website, tweets on milestone delivery; • Updates to Newark Business Club, Newark Business Leaders and other interested business groups; and • Progress towards delivery will be recorded in the Development Plan's Annual Monitoring Report.

Peak world class destination

Name of Programme	**Buxton Spa Town Package**
Location	Buxton, Derbyshire
Description of Scheme / Programme	Buxton is a spa town in Derbyshire. It has the highest elevation of any market town in England with a mixed economy including tourism, retail, quarrying, scientific research, light industry and mineral water bottling. The University of Derby is a significant employer. The town is surrounded by the Peak District National Park, and often described as the 'Jewel of the Peak' offering a range of cultural events, famed for its natural spring water and Georgian architecture, tourism is a major industry, with more than a million visitors to Buxton each year. It is the main centre for overnight accommodation for the Peak District, with over 64% of the Park's visitor bed space. Buxton hosts an array of notable architecture based on the building style in Bath, some of which have become neglected, unused until the recent programme of heritage-led regeneration through 'Buxton's Place-Making and Design Strategy'. The recent redevelopment of the Devonshire Campus for use by the University of Derby at the Devonshire Dome, and current redevelopment of the iconic Crescent (modelled on Bath's Royal Crescent) to provide a unique luxury hotel accommodation and thermal spa are considered key projects to the resurgence and long term economic prosperity of the town. High Peak Borough Council has worked with the local community and other stakeholders to form the membership organisation 'Vision Buxton'. Its ultimate vision is for Buxton to emerge as "England's leading Spa Town" which is already under way. The envisaged transformational change will increase visits and associated spend in the town, which will benefit from attracting additional inward investment through an improved visitor economy. In order to achieve this vision, the town's transport network and associated infrastructure requires supporting investment to tackle associated issues to operate efficiently and to accommodate future demand. This will be achieved through the co-ordinated delivery of the identified package programme of supporting traffic management and infrastructure interventions including: • Public realm enhancements to support on-going programme of heritage led regeneration opportunities provided by the town's attractive heritage and architecture, • With reference to the 'Buxton Way-Finding Strategy' consisting of an audit and recommendations, improve signage information/ connectivity to assist in the circulation of pedestrian and cycle movements across the town and to increase footfall and extend links from the town centre to key landmarks, rail station and visitor attractions, including Pedal Peak, • Tackle congestion at identified 'pinch points', • ITS parking and signage to accommodate anticipated additional demand identified in the Buxton parking review study, and • On-going partnership working with bus and rail operators to develop innovative solutions to enhance the role of Buxton as a gateway to the Peak District National Park.
Strategic Case: demonstrate that there is a clear rationale for intervention.	
S1. Problems, Barriers to Growth and Rationale for Intervention	
Confirm **problem(s)** to be addressed	In association with partners, Vision Buxton has identified a clear vision for the town which brings together local businesses, community groups and individuals who are all passionate in making Buxton function competitively and emerge as England's leading spa town. The redevelopment of the historic buildings through the Buxton Place-Making and Design Strategy, including the Crescent are considered instrumental in achieving this. Supporting this, additional investment is required to ensure the transport network continues to operate effectively to support these developments and ensure they thrive.

	Congestion and delay, connectivity with parking availability within the town are collectively recognised as a key constraint to achieving the town's vision. Pedestrian and cycle connectivity is also recognised as a key constraint to business and the viability of existing public transport services. Improvements to the public realm, tackling congestion problems and improving connectivity for pedestrians using the town centre are all critical to improving the vibrancy of Buxton town centre, complementing what is already being realised through the programme of heritage led regeneration.
Explain how the problem(s) will **constrain economic growth** in the area	A clear vision has been developed for Buxton to further develop to provide a unique offer to visitors, building on its strengths as a tourist destination. To support these aspirations the transport network requires enhancement to complement rather than detract from the experience and encourage visitors to stay in the town. This is hindered by the lack of parking, traffic domination and severance of the town centre. Limited connectivity with town centre landmarks and the National Park weakens the town's ability to attract staying visitors and lessens support for the wider visitor economy. The untapped visitor economy is considered a key opportunity in attracting new employers and associated investment into the town. Without the realisation of the regeneration led heritage projects and associated infrastructure investment, the overall towns vision would not be realised, resulting in an overall constraint to the town's future economic growth and prosperity.
S2. Objectives of Project / Programme	
Confirm the **objective(s)** of the Project / Programme	• Through identified package of transport, public realm and connectivity improvements, assist Vision Buxton's aspiration to become the England's leading spa town. • Improve public realm to build on the opportunities provided by the town's attractive heritage and architecture to enhance the town's ability to continue to develop as a leading tourist destination. • Improve connectivity of pedestrian and cycle routes to increase visitor footfall and extend links from the town centre to surrounding landmarks and the rail station through information and signing. • Local congestion and parking interventions to reduce delays and improve the town functionality and attractiveness of the town.
S3. Investigation of Options	
Demonstrate that a **range of options** has been considered.	A significant amount of work has been completed by public and private sector in developing a vision for the town. Through public consultation and strategy this vision has identified the goal to become England's leading spa town that will be achieved through a transformational change programme, to which the redevelopment of the Crescent is fundamental. A range of options have been considered through a combination of local and private stakeholders, who together have agreed and are progressing initiatives towards delivering an overall vision and associated strategy for the town. This scheme and associated interventions complements this vision. In addition to delivering the overall vision for Buxton, the identified package of traffic management and infrastructure measures provides a solution to support the emerging vision whilst managing the existing network efficiently to accommodate future demand.
Demonstrate that the **optimal solution** has been identified	The agreed intervention supports the overall vision and strategy for the town that is widely recognised and is currently being progressed by a range of private and public organisations. A significant private sector investment is currently committed to the redevelopment of the Crescent and Thermal Spa

	in the centre of Buxton. The interventions are also supported in the Buxton Design and Place-making Strategy and by Vision Buxton. The proposals: • Support the overall vision and strategy for the town that is widely recognised and is currently being progressed by a range of private and public organisations. • Involve a significant private sector investment (£15 million) which is currently committed to the Crescent project. • Grow Buxton's visitor economy consistently with the draft "Enterprise Peak District: Peak District Outline Economic Growth Package" report (February 2014) commissioned by the Peak District Partnership and the "Growing the Rural Economy: Evidencing the Case for the Peak District" report (January 2014) commissioned by the Peak district local authorities and the National Park Authority.
S4. Engagement and Consensus	
Demonstrate **support from key stakeholders** for the solution.	The vision for the town and associated interventions presented in this package are supported by a range of key stakeholders, including private investors (CP Holdings Limited and the Trevor Osborne Property Group Limited), Vision Buxton (combination of private sector businesses), Buxton Town Team, Derbyshire County Council, and High Peak Borough Council.
Economic Case: demonstrate clear outputs, outcomes and economic impacts.	
E1. Outputs: specific deliverables from the Project / Programme	
Describe the **outputs** from the Project / Programme	The package of interventions will support on-going heritage led regeneration and associated investment. The redevelopment of the Crescent as a luxury hotel and thermal spa will support the following; • The creation of 140 FTE jobs from 2016 onwards. • Indirect jobs through associated supply chains and tourism spend. • Within the overall job creation total, the creation of 17 FTE graduate posts in the operation of the completed facilities. • Capital investment of at least £15.0 million from the private sector. • Increased annual spending in Buxton. • Increased sense of place and overall town centre environment and well-being. • Reduced shop vacancies. Taking into account the spending power of new jobs created, it is estimated that the project will boost the local economy by up to £4.63m pa.
E2. Outcomes: what the Project / Programme will achieve	
Describe the **outcomes** from the Project / Programme	The package of interventions supports the high quality commercially led heritage regeneration projects within the heart of the town centre, securing the future of the heritage asset and the attractiveness of the town centre environment, ultimately contributing to the local economy through the creation of jobs and realisation of Buxton's emerging vision. Allied to the creation of direct jobs, the venture will support numerous local supply chains and the surrounding tourist based attractions in the wider Peak District National Park.
E3. Impacts: how the Project / Programme will unlock sustainable economic growth	
Will the intervention **unlock new jobs**? Quantify no. of jobs and GVA if possible.	The package of interventions supports the on-going heritage led regeneration which will provide the following as part of the Crescent redevelopment: • Up to 35 FTE jobs (using the Treasury Green Book Model) will be created from 2015 through to 2016 during the construction stage • Creation of 140 FTE permanent jobs from 2016 onwards (115 FTE in the hotel and spa and 25 FTE in the retail outlets and Pump Room) of which approximately 17 FTE are likely to be graduates in the operation of the

	completed facilities. • Using the industry standard STEAM (Scarborough Tourism Economic Activity Monitor) model of calculating the economic impact of the development on visitor numbers to Buxton gives an estimated 41 FTE jobs created in tourism related businesses in the local area as an impact of additional visitors attracted to the Crescent & Spa. These additional jobs will come through more employed staff in existing businesses and additional new enterprises opening in Buxton in response to the opportunity.	
Will the intervention **unlock new housing**? Quantify no. of houses and wider benefits if possible.	Not applicable	
Identify **further economic effects**. Quantify GVA effects if appropriate.	Taking into account the spending power of the new direct and indirect jobs created by the related heritage led regeneration, it is estimated that it will contribute towards boosting the local economy by up to £4.63 million per annum.	
E4. Wider Impacts: social inclusion, wellbeing and environmental sustainability		
Will particular **groups of people** be affected by the intervention? Will the impact be positive or negative? Please explain.	The package of interventions will positively impact on the following groups of people: • Visitors to Buxton and the Peak District • Residents and people working in Buxton • Spa related businesses in the area • Hoteliers in the area (the spa operates as a day spa available to all, not just guests of the spa hotel • New and existing businesses	
Will the intervention result in an increase or decrease in **carbon emissions**? Please explain	No increases in carbon emissions have been identified.	
How will the intervention impact on the **natural and built environment**? Please explain	Significant improvements to the town's townscape and overall attractiveness and will be used to market the town as a leading UK Spa Town destination.	
E5. Value for Money Assessment		
Provide indicative **Benefit to Cost Ratio** / qualitative VfM assessment	The package of interventions supports the redevelopment of the Crescent project which unlocks 181 FTE jobs. Valued at £36,711 GVA per job (2010 values), the BCR based on the Crescent project alone for £3.2 million LGF ask results in the following BCR; Buxton Package (36,711*181/3,200,000) = 2.08	
Financial Case: demonstrate adequate consideration of costs and funding strategy		
F1. Total Project Cost		
What is the **total cost** of the project? Explain the approach to costing.	£40.9 million	£4.0 million for the Buxton Spa Town Package. Includes £36.9 million investment in the Crescent regeneration.
F2. Funding Requirements and Leverage / Match Funding		
What is the total **funding requirement from LGF**?	£3.2 million	This would enable the realisation of a co-ordinated package of supporting traffic management and infrastructure interventions. 1. £3.0m programme of public realm enhancements to

		support on-going programme of heritage led regeneration opportunities provided by the town's attractive heritage and architecture. 2. £200K programme of signage and information, linked to the 'Buxton Way-Finding Strategy' to improve signage information/ connectivity to assist in the circulation of pedestrian and cycle movements across the town and to increase footfall and extend links from the town centre to key landmarks, rail station and visitor attractions, including Pedal Peak. 3. £400K improvements to tackle congestion at identified 'pinch points'. 4. £400K ITS parking and signage to accommodate anticipated additional demand identified in the Buxton parking review study.
How much **match funding** will be provided? Indicate sources.	£33.7 million invested in the Crescent redevelopment. Includes £15.0 million from the private sector	The match funding element for the Crescent redevelopment to which the package of interventions supports includes; £7.0 million Equity - Buxton Crescent Hotel and Thermal Spa Co Ltd (committed) £8.0 million Debt funding – Buxton Crescent Hotel and Thermal Spa Co Ltd (committed) £12.4 million Heritage Lottery Fund (committed) £0.5 million English Heritage (committed) £1.0 million Derbyshire County Council (committed) £1.0 million High Peak Borough Council (committed) £3.8 million Heritage Lottery Fund (bidding for)
Delivery & Commercial Case: demonstrate that Project / Programme will be delivered by 2021		
D1. Partnerships for Delivery		
Identify **partners** involved in the project and demonstrate **shared commitment** to delivery	The following partners have a shared commitment to delivering the package of interventions as part of the long term vision for Buxton; • High Peak Borough Council • Derbyshire County Council • Buxton Vision (local businesses) • Derby University • Buxton Town Team • CP Holdings Limited • Trevor Osborne Property Group Limited • English Heritage • Heritage Lottery All committed funding set out in F2 is covered by formal offers of grant.	
Demonstrate **private sector commitment** to the Project/Programme	The on-going heritage led regeneration projects have to-date received significant funding from the private sector. The redevelopment of the Crescent will attract £15.0 million from the private sector.	
D2. Effective Governance		
Explain proposed **governance structure**, including reference to partners if appropriate	Derbyshire County Council as the highway authority would deliver the identified interventions through partnership working with High Peak Borough Council. Both organisations have established governance structures.	

Demonstrate that **adequate resource** will be committed by the promoter to develop the scheme	Derbyshire County Council and High Peak Borough Council have committed a significant element of match funding towards the on-going heritage led regeneration projects within the town. This totals £2.0 million for the Crescent project alone.
D3. Capacity and Risk Management	
Briefly explain the most significant risks to **overall delivery** of the programme and proposed mitigation	Most significant risk to overall delivery is the ability to deliver different elements of this programme at the same time i.e. town centre disruption. The phased programme of works years will enable disruption to be minimised. The Action Plan sets out tasks and effective partnership working with different stakeholders.
Briefly explain the most significant **construction / technical** risks and mitigation	Higher than planned costs for service diversions (or other issues) could have an impact upon delivery. To mitigate this, detailed survey work will be undertaken.
Briefly explain the most significant **financial** risks and mitigation	The lack of funding would lead to either the project not proceeding or, if less funding is available than required, would result in elements of the project being scaled back. The impact would therefore be substantially reduced and would not assist in supporting the realisation of the transformational change and vision planned for the town. This is mitigated within the programme itself which portioned into elements which themselves can be scaled according to the funding allocated.
Briefly explain the most significant **commercial** risks and mitigation	Most significant commercial risk is around agreement with private sector landowners; however these have been mitigated with Options Agreements.
D4. Procurement and Programme	
Demonstrate consideration of **procurement mechanisms** (technical support + contractors	Specialist technical support will be provided by the partners. Contractors will be procured in accordance with EU regulations.
Demonstrate evidence of an achievable **programme** for delivery	The agreed programme of schemes is scalable. Construction work can start as early as 2015. Develop and confirm business case July 2014 Detailed design early 2015 Procurement mid 2015 Phased delivery commencing 2016.
D5. Transparency and Accountability	
Explain how progress and performance will be **monitored and evaluated against objectives**	Progress will be monitored against the agreed timetable for delivery and, in the longer term, progress will be monitored for the number of jobs created from data submitted with new planning applications for new business developments within the town centre.
Explain how progress will be reported to the **general public and business community**	Media releases, and use of the both Councils' websites will seek to ensure that members of the public are engaged in the process both during the development of the schemes and during the implementation phases.