

The template

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

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

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

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

The standard process

This document forms the initial SELEP part of a normal project development process. The four steps in the process are defined below in simplified terms as they relate specifically to the



Note – this does not illustrate background work undertaken locally, such as evidence base development, baselining and local management of the project pool and reflects the working reality of submitting funding bids to Government. In the form that follows:

Version control	
Document ID	
Version	
Author	
Document status	
Authorised by	
Date authorised	

1. PROJECT OVERVIEW

1.1. Project name:

Sussex Innovation, Falmer: COVID Secure adaptations

1.2. Project type:

[Site development, skills, innovation etc.]

Site refurbishment to safeguard and generate growth in jobs and businesses and decrease environmental impact.

1.3. Federated Board Area:

East Sussex

1.4. Lead County Council / Unitary Authority:

East Sussex County Council

1.5. Development location:

Sussex Innovation Centre
Science Park Square,
Falmer, East Sussex
BN1 9SB

1.6. Project Summary:

[Provide a summary of the project; max. 0.5 pages.]

Our ambition is to stimulate the regional innovation ecosystem, promote clean growth and accelerate the economic recovery of the region by improving the facilities of the Sussex Innovation Centre and creating a Covid19/pandemic secure environment that will allow businesses to safely return to work and for new businesses to invest in the region. A Covid secure Sussex Innovation Centre will provide a much-needed facility for entrepreneurs and businesses in the South East LEP region by providing the right infrastructure to accommodate social distancing. Additionally, provide hybrid remote working solutions to enable businesses to test new ideas, share expertise and develop new commercial products in key sectors, including highly valuable and productive digital enabling and emerging technologies alongside regionally relevant creative and digital services. Our ambition is to also contribute to a long-term reduction in carbon emissions and therefore plan to invest in the right infrastructure to enable green transport for commuting into the centre.

Funding to refurbish Sussex Innovation Centre (Falmer) to make it a COVID/pandemic secure work environment is necessary to ensure that the space will be adapted to accommodate social distancing and updated to offer services that are required to safeguard businesses and jobs in the centre. The impact of the pandemic has reduced occupancy levels of the centre to 60%, therefore this investment is required to increase the occupancy level back to 95%. This is equivalent to 90 jobs or 18 businesses.

1.7. Delivery partners:

[List all delivery partners and specify the lead applicant and nature of involvement, as per the table below.]

Partner	Nature of involvement (financial, operational etc.)
<i>Sussex Innovation Centre</i>	Financial, operational and management.

1.8. Promoting Body:
[Specify who is promoting the scheme.]
Sussex Innovation Centre

1.9. Senior Responsible Owner (SRO):
[Specify the nominated SRO and provide their contact details. The SRO ensures that a programme or project meets its objectives and delivers projected benefits. This is not the same as a Section 151 Officer.]
Nigel Lambe, Executive Director of Sussex Innovation Centre

1.10. Total project value and funding sources:
[Specify the total project value, how this is split by funding sources, and any constraints, dependencies or risks on the funding sources, as per the table below.]

Funding source	Amount (£)	Constraints, dependencies or risks and mitigation
Private	100,000	Secured
GBF	200,000	To be secured via the application
Total project value	300,000	

1.11. SELEP funding request, including type (LGF, GPF, GBF etc.):
[Specify the amount and type of funding sought from SELEP to deliver the project. Please also confirm that the funding will not constitute State Aid.]

We are requesting £200,000 from SELEP via the Getting Building Fund.

Our assessment is that the project is State Aid Compliant and that this project meets the requirements of GBER.

1.12. Exemptions:
[Specify if this scheme business case is subject to any exemptions (and provide details of these exemptions) as per the SELEP Assurance Framework 2017, Section 5.7.4 and 5.7.5]

None.

1.13. Key dates:
[Specify dates for the commencement of expenditure, the construction start date and the scheme completion/opening date.]

- Stages completed to date only includes Green transport facilities (electric car charging points): Completed in August 2020
- Start of the rest of the Scheme: January 2021
- Scheme completion: March 2021

1.14. Project development stage:

[Specify the project development stages to be funded, such as inception, option selection, feasibility, outline business case, detailed design, procurement, full business case, implementation, the current project development stage, and a brief description of the outputs from previous development stages. Add additional rows as necessary. Please note, not all sections of the table may require completion.]

Project development stages completed to date			
Task	Description	Outputs achieved	Timescale
Sustainable Transport Investment	Creating six electric car charging points in the centre's parking	Six (6) electric car charging points	August 2020
Project development stages to be completed			
Task	Description	Timescale	
Investment in enhanced hygiene facilities	Improving toilet facilities to include non-touch technology, sterile surfaces and clean air filters. Install clean air A/C unit in the centre and clean air filters in meeting rooms.	January to March 2021	
Investment in technology and furniture	Refurbish meeting rooms with seating systems that facilitate social distancing. Invest in enhanced software and hardware equipment to allow for non-touch seamless facilities management and creating zoom rooms to generate blended meeting environments for office and remote workers.	January to March 2021	
Sustainable Transport Investment	Create a shower block to increase the number of staff cycling into work.	January to March 2021	

1.15. Proposed completion of outputs:

[Include references to previous phases / tranches of the project (link to the SELEP website) and to future projects to be funded by SELEP. Please see SELEP Programme for more information.]

1) Sustainable transport Investment – reducing regional carbon footprint

- Electric Car charging points: To enable a higher proportion of members to use electric cars, therefore reducing their carbon footprint when coming into work.
Cost: £23k
Timeframe: 5 days – already done in August 2020
- Shower Block: Create a hygienic space that includes non-touch shower control panels, a drying room, changing room and biozone air purifiers. The space will be a welcome addition to staff and tenants that cycle to work and therefore should increase the frequency of using sustainable transport alternatives to commute into the office. It may

also offer people that use public transport the opportunity to have a shower before they enter their offices.

Cost: £75k

Timeframe: January to March 2021

2) Investment in enhanced hygiene facilities

- Toilet refurbishment: To create a sterile environment that provides reduced contact to increase hygiene, specifically: Automated taps, non-touch flush, sterile surfaces, Biozone air purifiers.
Cost: £68k
Timeframe: January – February 2021
- Clean Air A/C: Air conditioners that draws outside air for Phase 1 of the Innovation Centre. This installation has become of central concern to tenants in this part of the centre as there is an expectation that tenants are able to access clean outside air due to reduce the risk of contagion from respiratory diseases like Covid-19.
Cost: £25k
Timeframe: February – March 2021
- Installing Biozone Air Purifiers in meeting rooms.
Cost: £1k
Timeframe: 5 days - January 2021

3) Investment in Facilities and Technology

- Seminar and Board Room refurbishments: Investment in seating systems that encourage social distancing.
Cost: £20k
Timeframe: February - March 2021
- Salto Contactless door entry system: To offer non-touch contactless access to all offices in the Innovation Centre.
Cost: £15k
Timeframe: 1 week - January 2021
- Laptops and screens: To enable flexible working for staff. As not all staff can work from home with the current offer of personal computers that are not portable.
Cost: £30k
Timeframe: January 2020
- Zoom rooms: Create multifunctional software-based rooms through a system that provides an integrated experience for audio conferencing, wireless screen sharing, and video conferencing. Zoom Rooms will be used for room-only attendees and remote attendees joining from home, from their desktop, or from their mobile device.
Cost: £20k
Timeframe: January – February 2021
- Server room: Update the server infrastructure space to allow for seamless home working and enable flexible working for SInC tenants.
Cost: 3k

Timeframe: January – February 2021

Podcast Video Streaming Suite: To provide a separate facility for members to create content to share with their clients and access new potential clients in their sector.

Cost: £10k

Timeframe: January to March 2021

Outdoor Meeting space: To enable a private meeting space outside while maintaining social distancing requirements.

Cost: £10k

Timeframe January to February 2021

2. STRATEGIC CASE

The Strategic Case should present a robust case for intervention, and demonstrate how the scheme contributes to delivering the SELEP Strategic Economic Plan (SEP) and SELEP's wider policy and strategic objectives. It includes a rationale of why the intervention is required, as well as a clear definition of outcomes and the potential scope for what is to be achieved.

The outlook and objectives of the Strategic Case need should, as far as possible, align with the Monitoring and Evaluation and Benefits Realisation Plan in the Management Case.

2.1. Scope / Scheme Description:

[Outline the strategic context for intervention, by providing a succinct summary of the scheme, issues it is addressing and intended benefits; max. 2 pages.]

The Covid-19 pandemic has not only been a substantial cost to the economy in terms of lost jobs and business closures but for the businesses that are able to operate it has created a series of additional barriers that need to be overcome and that add new costs to the operational activities in particular the need to increase the hygiene of work spaces to allow for social distancing and invest in new technology that allows a blended model of office based workers that collaborate constantly with remote based colleagues (most of which could be working from home when not in the office).

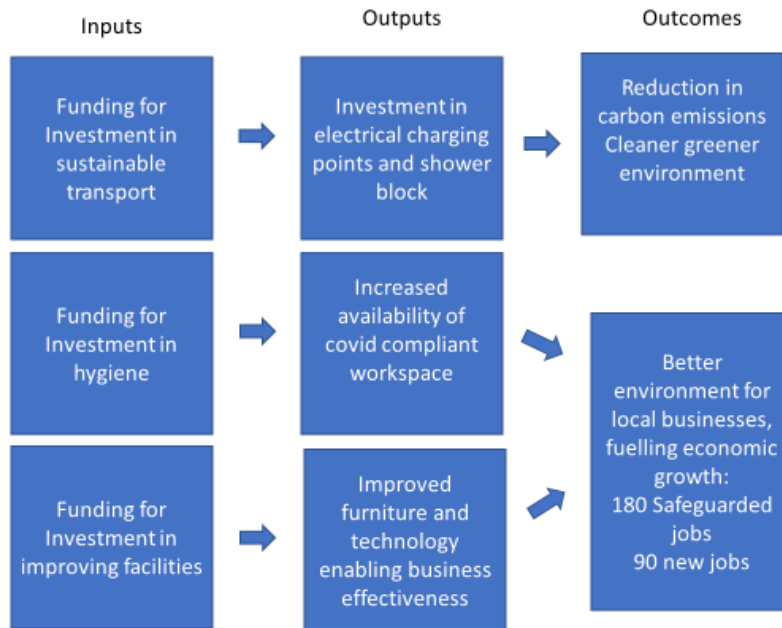
Therefore, the investment in enhancing the facilities at the Sussex Innovation Centre in Falmer is designed to provide tenants with increased security and trust in the facilities of the centre to allow them to return to the office. The investment is also designed to attract new businesses to the centre, many of which are expected to be newly formed companies from existing entrepreneurs or by new entrepreneurs that have decided to establish their own businesses after being made redundant or deciding that this is the right time to create their own business. Our ambition is to also contribute to a long-term reduction in carbon emissions and therefore plan to invest in the right infrastructure to enable sustainable transport for commuting into the centre.

The Innovation Centre has experienced a substantial decline in business tenants due to the effects of the pandemic in certain sectors, this has increased the vacancy rates in the centre to 60% which is a substantial drop as pre-covid the centre was on a stable 95% occupancy level.

The investment is also designed to increase the trust that business tenants have in using the centre so that more tenants are able to come into the office when necessary and to be able to recruit new staff with the certainty that the innovation centre will offer the appropriate installations to keep their staff safe in the office environment.

2.2. Logic Map

[Establish a Logic Map using information from Appendix E. This will provide a logical flow between inputs, outputs, outcomes and impacts for the scheme]



Inputs	Outputs	Outcomes	Impacts
<p>For all schemes:</p> <p><i>Take from section 1.10 / Financial Case</i></p> <p>Grant Spend £200,000</p> <p>Matched Contributions Spend £100,000</p>	<p>For all schemes:</p> <p><i>Influenced by detail in section 3.2.</i></p> <p><i>Also refer to metrics output metrics within Appendix E</i></p> <p>The Outputs are divided into three categories:</p> <ul style="list-style-type: none"> • Investment in enhanced hygiene facilities • Investment in technology and furniture • Investment to promote sustainable transport 	<p><i>Influenced by details in sections 2.1, 3.4, 3.5, 3.10</i></p> <p>The outcome is measured exclusively on the number of jobs:</p> <ul style="list-style-type: none"> • Safeguarded jobs: 180 jobs • New jobs: 90 jobs 	<p>-n/a</p>

2.3. Location description:

[Describe the location (e.g. characteristics, access constraints etc.) and include at least one map; max. 1 page excluding map.]

Sussex Innovation Centre in Falmer is business incubation network, supporting entrepreneurs, start-ups and scale-ups across the South East from our headquarters at the University of Sussex.

Map of the Sussex Innovation Centre, Falmer

Ground Floor



First Floor



2.4. Policy context:

[Specify how the intervention aligns with national/regional/local planning policies and the SELEP SEP; max. 3 pages.]

Smaller schemes: (less than £2 million) are required to complete this section in line with the scale of the scheme; max. 1 page]

The proposed intervention links directly to the National Industrial Strategy, particularly to the Foundations of Productivity of **Ideas**: as new firms will increase innovation activity; and **Business Environment**: to create employment and business growth.

At a regional level this project aligns directly to the **COVID-19 Economic Response Statement** issued by SELEP to placate the impact of the pandemic on the regional economy, specifically with the plans to continue to “invest in important infrastructure in our region to ensure that businesses have the environment they need to operate.”

The project also aligns clearly to the themes that have emerged from the draft SELP LIS “SELEP Economic Strategy Statement - Smarter Faster Together – Particularly the “South East’s critical role as a global gateway and as a leading location for inward investment, connecting the UK with international markets and with important links into and around London”.

In addition, the draft SELEP LIS highlighted the importance of cross cutting issues such as “developing a workforce that is fully equipped to respond to new technologies and a changing economy; increasing innovation activity and R&D performance; and embedding clean growth principles and investing to help us mitigate the impacts of climate change”.

The project also aligns directly to the three areas that have been identified by SELEP that need to be supported in order to help the region to bounce back strongly from this economic crisis. specifically:

- Supporting businesses to adapt, recover and grow;
- Driving forward innovation, research and development to help stimulate the economy and increase productivity, including collaboration across our nine universities;
- Accelerating planned growth through investment of £85m Getting Building Funds to deliver projects by March 2022 which will boost the economy and provide much needed jobs, as well as supporting our major projects to deliver long term economic and social benefits.

We are aligned to reduce carbon emission and promote clean growth as identified in the Energy South2East Local Energy Strategy that is supported by three LEP areas including SELEP. We are specifically supporting the scaling up of the ultra-low emissions vehicle charging infrastructure across the South East by investing in electric car charging points and providing hygienic shower facilities that enable cycling as an alternative to commute into the centre.

We are also proactively looking to contribute to the objectives outlined in the recently published Department for Transport Policy paper: Creating the transport decarbonisation plan that highlights the challenge we need to meet to reduce transport emissions and ensuring we reach net zero transport emissions by 2050.

2.5. Need for intervention:

[Specify the current and future context and articulate the underlying issues driving the need for intervention referring to a specific market failure, need to reduce externalities, Government redistribution objectives etc.; max. 2 pages.]

The Innovation Centre has experienced a substantial decline in business tenants due to the effects of the pandemic on the viability of businesses in some sectors, therefore we have lost tenants and are experiencing an unprecedented increase in the centre's vacancy rates, which threatens in the long run the financial viability of the innovation centre.

This investment is necessary to ensure that the space can be adapted to accommodate social distancing and updated to offer services that are required to safeguard businesses and jobs in the centre. The impact of the pandemic has reduced occupancy levels of the centre to 60%, therefore this investment is required to increase the occupancy level back to 95%. This is equivalent to 90 jobs or 18 businesses.

The investment is also designed to increase the trust that business tenants have in using the centre so that we are able to attract new tenants and so that the tenants the still remain in the centre are able to come into the office more frequently and are able to recruit new staff with the certainty that the centre will offer the appropriate installations to keep their staff safe in the office environment.

We may be able to conclude that for a period of time a proportion of the safeguarded jobs may have been maintained without providing covid-secure facility enhancements. It is difficult to estimate potential loss of business tenants over time if no investment is to take place to ensure additional hygiene and social distancing in the office environment. Therefore, in the scenario that no improvements can take place in the centre and assuming that the long-term impact of covid leads to a reduction in business tenants that is compensated by a small number of new business tenants we may expect that the occupancy could remain at a new steady state of 60% capacity. Under this scenario we may assume that the added value of the intervention could equate to the additional 90 jobs that take the centre back to a 95% occupancy level. It is also worth highlighting that under a scenario where the centre is only operating at a capacity of 60% that it may be difficult to maintain the current offering of the innovation centre at a profit which would lead in the future to additional job losses within the Innovation Centre team.

Once the infrastructure is in place, we will continue to enforce the social distancing policies for office environments in line with Government guidance. However, the investment in furniture, hygiene and equipment that facilitates social distancing will allow business tenants and their teams to comfortably meet in person whilst socially distancing. Additionally, businesses will be able to rotate staff between the home and the office environment by accessing high quality virtual meeting rooms designed specifically for a blended distribution of teams in different locations. It is important to highlight that although the centre may not be able to be occupied with the same density of people per sqm, it is imperative that the available offices are occupied by new tenants. Business occupiers will be able to distribute their staff between home and office environments while the social distancing measures are in place and take advantage of the safe and hygienic environment on offer that includes virtual working environments and sustainable transport alternatives.

2.6. Sources of funding:

[Promoters should provide supporting evidence to show that:

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

Public funding is regarded as a last resort. Promoters are encouraged to think carefully about and provide strong evidence that the intervention they are proposing has exhausted all other potential sources of funding and there is a genuine need for intervention from the public sector; max. 1.5 pages.]

Due to the loss in business income from the reduction of innovation centre tenants since the Covid 19 pandemic caused the UK economy to lockdown there no internal financial capacity to make this investment. Additionally, University of Sussex is under considerable financial pressure due to the foreseeable loss in national and international students that represent the most significant source of income to the University and as a consequence this has also impacted the possibility of finding funding via this route.

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

[Describe the expected outcome of non-intervention. Promoters should clearly establish a future reference case and articulate the impacts on environment, economy and society, if applicable. The future reference case should acknowledge that market conditions are likely to change in the future, with or without any intervention. 'Do nothing' scenarios where nothing changes are unlikely; max. 1 page.]

The impact of doing nothing is likely to lead to a lower occupancy level of business tenants in the Sussex Innovation Centre. This will in the short-term lead to a reduction in the income of the centre and a reduction to the staff employed directly by the centre (an increase in staff redundancies). However, in the long term it may be unsustainable to run the innovation centre with such a low occupancy level as most of the income for the centre is linked to the rental payments by business tenants, therefore it is possible that the innovation centre may have to shut down if the running costs are not covered by the income from commercial rents.

2.8. Objectives of intervention:

[Outline the primary objectives of the intervention in the table below and demonstrate how these objectives align with the problems presented in the Need for Intervention section.]

Project Objectives (add as required)

Objective 1: Increase the number of jobs and businesses that are based in Sussex Innovation Centre

Objective 2: Reduce the carbon footprint of Sussex Innovation Centre business occupiers by providing facilities that enable the use of sustainable transport.

Problems or opportunities the project is seeking to address (add as required)

Problem / Opportunity 1: Reduce the negative impact that the Covid-19 pandemic has on businesses closures and eliminating jobs.

Problem / Opportunity 2: Unable to promote the use of cycling and electric cars for commuting to the centre as only able to offer one (1) electric car charging point in the car park and shower facilities are unsuitable for most tenants.

[Complete the following using a system of 0, ✓, ✓✓, ✓✓✓ which maps the objectives to their ability to address each problem. Add rows and columns as required and note not all sections of the table may require completion; max. 1 page.]

	Problems / opportunities identified in Need for Intervention section		
	Problem 1: Reduce the negative impact that the Covid-19 pandemic has on the financial viability of Sussex Innovation Centre due to the loss of tenants	Problem 2: Unable to travel into the centre using sustainable transport alternatives	Problem / Opportunity 3
Objective 1: Increase the number of jobs and businesses that are based in Sussex Innovation Centre	✓		
Objective 2: Reduce the carbon footprint of Sussex Innovation Centre business occupiers by providing facilities that enable the use of sustainable transport.		✓	
...			

2.9. Constraints:

[Specify high level constraints or other factors such as social/environmental/financial/ developments/schemes/legal consents and agreements which may affect the suitability of the Preferred Option; max. 0.5 page.]

There are no known constraints as the investment can be done within the Sussex Innovation Centre Falmer site without the need for planning. Therefore, the scheme only depends on purchasing the goods and services and allowing enough time for successful installation and refurbishment of the facilities.

2.10. Scheme dependencies:

[Provide details of any related or interdependent activities that if not resolved to a satisfactory conclusion would mean that the benefits of the scheme would not be fully realised; max. 0.5 page.]

There may be some minor dependencies in respect to the sequence necessary to install new technology, particularly getting the hardware installed before the new software can run properly. However, this can be overcome without any major challenge.

2.11. Expected benefits:

[This section identifies scheme benefits (which will be achieved through delivering the scheme) which may not be valued in the Economic Case. Specify the extent of the scheme benefits referring to relevant economic, social, environmental, transport or other benefits. This is where any 'GVA based' estimates of benefits should be reported together with any dependent development (e.g. commercial or residential floorspace). Please reference the relevant section of the Economic Case where additional information regarding the assessment approach can be found; max. 0.5 page.]

The best indicator to evaluate the benefit of the scheme is based on the Gross Value Added (GVA) per job that will be safeguarded and created by the investment.

As reference we have used the Gross Value Added (GVA) per workforce job (WFJ) (£ and as percentage of England level), by Local Authority Classification in England, 2018 (provisional) – link to the government guidance document published in 2019 called Productivity measured by Gross Value Added (GVA) is [here](#).

According to the ONS the classification of Gross Value Added (GVA) per Workforce Job can be categorised according to the geography of local authorities. The Lewes District Council is considered a local authority that is urban with significant rural areas, which corresponds to a GVA figure of £52,000 per workforce job.

Therefore, the economic value of safeguarded and created jobs can be measured by multiplying the number of jobs by the average GVA per job for the area, the results are below:

- GVA per job: £52,000
- Safeguarded jobs: 180 jobs - Value to the regional economy = £9,360,000 per annum
- New jobs: 90 jobs - Value to the regional economy = £4,680,000 per annum
- Total value of the intervention to the regional economy = £14,040,000 per annum

2.12. Key risks:

[Specify the key risks affecting delivery of the scheme and benefit realisation e.g. project dependencies, stakeholder issues, funding etc. Information on risk mitigation is included later in the template. This section should be kept brief and refer to the main risk register in the Management Case; max. 0.5 page.]

There is little risk to completing the scheme as the project is based in contracting service providers and purchasing equipment.

The key risk to the benefit realisation plan is our ability to generate enough revenue by attracting additional tenants into the centre. We are also exposed to future Government policies and decisions that may lead to new lockdown measures or changes to the social distancing rules in office environments.

3. ECONOMIC CASE

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

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

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

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

3.1. Options assessment:

[Outline all options that have been considered, the option assessment process, and specify the rationale for discounting alternatives.

Promoters are expected to present a sufficiently broad range of options which avoid variations (scaled-up or scaled-down version) of the main options. The key to a well scoped and planned scheme is the identification of the right range of options, or choices, in the first instance. If the wrong options are appraised the scheme will be sub-optimal from the onset.

Long list of options considered:

*Description of all options which have been considered to address the problem(s) identified in the **Need for Intervention** section above, including options which were considered at an early stage, but not taken forward.*

Option 1 Do something – Preferred Option

The Covid-19 pandemic has not only had a substantial cost to the economy in terms of lost jobs and business closures but for the businesses that are able to operate it has created a series of additional barriers that need to be overcome and that add new costs to their operational activities. Particularly, due to the need to increase the hygiene of work spaces plus the need to allow for social distancing and invest in new technology that enables a blended model of office based workers that collaborate constantly with remote based colleagues (most of which could be working from home when not in the office).

Option 2 – Do nothing:

There is no alternative option. The Covid-19 pandemic has generated an unprecedented effect to business activities. Therefore, we are implementing what can be considered the minimal investment in facility enhancements to allow business tenants to operate safely under the new social distancing and hygiene standards which have quickly become the new-normal for office environments.

Option 3: Refurbish the whole Innovation Centre – Discounted

Refurbish the whole centre to modify the layout of the offices to accommodate social distancing in every environment. Additionally, invest in new technology that enables a non-touch remotely controlled software platforms to access all rooms, control all maintenance equipment and create multiple immersive virtual meeting rooms.

Options assessment:

Describe how the long list of options has been assessed (assessment approach), rationale behind shortlisting/discarding each option.

There is no alternative option. The Covid-19 pandemic has generated an unprecedented effect to business activities. Therefore, we are implementing what can be considered the minimal

investment in facility enhancements to allow business tenants to operate safely under the new social distancing and hygiene standards which have quickly become the new-normal for office environments.

Short list of options:

The 'Options Assessment' section is an opportunity to demonstrate how learning from other projects and experience has been used to optimise the proposal, and the Preferred Option is expected to emerge logically from this process; max. 2 pages.

Smaller schemes (less than £2 million) are required to complete an Options assessment which is proportionate to the size of the scheme; max. 1 page.]

Option 3 has been discounted due to the cost and the disruption that a large-scale refurbishment will cause on current office occupiers.

The impact of doing nothing is likely to lead to a lower occupancy level of business tenants in the Sussex Innovation Centre. This will in the short-term lead to a reduction in the income of the centre and a reduction to the staff employed directly by the centre (an increase in staff redundancies). However, in the long term it may be unsustainable to run the innovation centre with such a low occupancy level as most of the income for the centre is linked to the rental payments by business tenants, therefore it is possible that the innovation centre may have to shut down if the running costs are not covered by the income from commercial rents.

Therefore, we have decided to respond proactively and quickly to offer a hygienic and technology enabled business environment that safely allows workers to return to the office and attracts new business tenants to the centre. We also understand our responsibility to offer facilities that promote the use of sustainable travel to commute into the centre.

3.2. Preferred option:

[Describe the Preferred Option and identify how the scheme aligns with the objectives. Include evidence of stakeholder support for the Preferred Option either through consultation on the scheme itself or on the strategy the scheme forms part of; max. 1 page.]

The Covid-19 pandemic has not only had a substantial cost to the economy in terms of lost jobs and business closures but for the businesses that are able to operate it has created a series of additional barriers that need to be overcome and that add new costs to their operational activities. Particularly, due to the need to increase the hygiene of work spaces plus the need to allow for social distancing and invest in new technology that enables a blended model of office based workers that collaborate constantly with remote based colleagues (most of which could be working from home when not in the office).

Therefore, the investment in enhancing the facilities at the Sussex Innovation Centre in Falmer are designed to provide tenants with increased security and trust in the facilities of the centre to allow them to return to the office. The investment is also designed to attract new businesses to the centre, many of which are expected to be newly formed companies from existing entrepreneurs or by new entrepreneurs that have decided to establish their own businesses after being made redundant or deciding that this is the right time to create their own business. Additionally, the facilities will encourage more staff to use sustainable transport alternatives when commuting into work and this in return will reduce the carbon emissions associated with tenants travelling to and from the innovation centre.

We have engaged directly with existing and prospective tenants to seek their views on the plans to improve the centre. Their views have been taken on board to provide solutions that will benefit most occupiers and address their concerns.

3.3. Assessment approach:

[Describe the approach used to assess the impacts of the scheme, describing both the quantitative and qualitative methods used, and specify the Do Minimum and Do Something scenarios. The assessment approach should be a proportionate application of the DCLG guidance; max. 1.5 pages.]

The decision is based on the fact that the “Do Nothing” scenario may in the long-term lead to the closure of the Sussex Innovation Centre. We consider that this GBF scheme is the “Do Minimum” scenario, as we are dealing with a new virus that has led to a worldwide pandemic. Therefore, we consider that this investment is the most appropriate way to give our employees and business tenants a hygienic and safe environment that offers the state-of-the-art technology to enable a blended working environment. Additionally, we are responsible for promoting an increase in the use of sustainable transport for commuting to the centre in order to reduce our carbon footprint.

3.4. Economic appraisal assumptions:

[Provide details of the key appraisal assumptions by filling in the table in Appendix A, expand if necessary. Key appraisal assumptions as set out in Appendix providing justification for the figures used and any local evidence, where appropriate (different from the standard assumptions or the ones with the greatest influence on the estimation of benefits). Explain the rationale behind displacement and deadweight assumptions.

Smaller schemes (less than £2 million) are not required to complete this section]. N/A

3.5. Costs:

[Provide details of the costs of the scheme. All public-sector costs should be included:

- **Public sector grant or loan: £200,000 via the GBF.**
- Private Sector funding: £100,000 – already secured.

If the land is owned by the public sector, then the public sector will be incurring holding costs assumed to be 2% of the existing value of the land per year. Should the land be used for non-residential development these holding costs will be avoided. This needs to be reflected in the appraisal as a negative cost.

Please note that any private costs associated with the development should be included in the appraisal as a dis-benefit and therefore feature in the numerator of the BCR calculation rather than the enumerator.

Additional details regarding the consideration of costs as well as standard assumptions that can be used in the absence of local data can be found in the [DCLG appraisal data book](#).]

3.6. Benefits:

[Provide details of the benefits of the scheme identifying the ‘initial’ and adjusted benefits that were used to calculate the ‘initial’ and ‘adjusted’ BCR. The DCLG Appraisal Guidance provides additional details regarding the initial and adjusted benefit calculations on page 17.

The anticipated benefits of the scheme are quantified by calculating the number of created jobs (90) and safeguarded (180) jobs in the Sussex Innovation Centre.

There will be additional benefits related to **air quality** due to a reduction of carbon emissions by commuters who use electric vehicles and/or choose to cycle to work more often. However, we are not in a position to calculate the estimated value of the reduction in carbon emissions measured in Tonnes of CO₂.

The best indicator to evaluate the benefit of the scheme is based on the Gross Value Added (GVA) per job that will be safeguarded and created by the investment.

As reference we have used the Gross Value Added (GVA) per workforce job (WFJ) (£ and as percentage of England level), by Local Authority Classification in England, 2018 (provisional) –

link to the government guidance document published in 2019 called Productivity measured by Gross Value Added (GVA) is [here](#).

According to the ONS the classification of Gross Value Added (GVA) per Workforce Job can be categorised according to the geography of local authorities. The Lewes District Council is considered a local authority that is urban with significant rural areas, which corresponds to a GVA figure of £52,000 per workforce job.

Therefore, the economic value of safeguarded and created jobs can be measured by multiplying the number of jobs by the average GVA per job for the area, the results are below:

- GVA per job: £52,000
- Safeguarded jobs: 180 jobs - Value to the regional economy = £9,360,000 per annum
- New jobs: 90 jobs - Value to the regional economy = £4,680,000 per annum
- Total value of the intervention to the regional economy = £14,040,000 per annum

'Initial' Benefits

All impacts quantified based on the Green Book Guidance and Green Book Supplementary and Departmental Guidance should feature in the 'initial' BCR calculation. These impacts currently include:

- *Air quality*
- *Crime*
- *Private Finance Initiatives*
- *Environmental*
- *Transport (see WebTAG guidance)*
- *Public Service Transformation*
- *Asset valuation*
- *Competition*
- *Energy use and greenhouse gas emissions*
- *Private benefits e.g. land value uplift*
- *Private sector costs if not captured in land value*
- *Public sector grant or loan if not captured in land value*
- *Public sector loan repayments if not captured in land value*

'Adjusted' Benefits

There are several external impacts to the users or entities already present in a development area or to the society that are additional to the impacts included in the Green Book Supplementary and Departmental Guidance.

Such external impacts include potential agglomeration impacts on third parties, health impacts of additional affordable housing and brownfield land clean-up, educational impacts of additional housing, transport externalities, public realm impacts, environmental impacts, and cultural and amenity impacts of development. Such externalities should still form part of the appraisal and included in the 'adjusted' BCR.

Promoter should present here additional estimates of impacts based on their own evidence. These estimates might be based on tentative assumptions where the evidence base is not well established. Additional guidance regarding the identification of externalities and ways of estimating the 'adjusted' impacts are available in Annex F of the DCLG Appraisal Guidance.]

3.7. Local impact:

[If the scheme has a significant level of local impacts these should be set out in this section.]

The scheme will have a local impact on the economy of Lewes District Council, where the Innovation Centre is based, as the benefit of safeguarding 180 jobs and creating 90 new jobs will be geographically associated with this local authority, part of East Sussex County and the South East LEP area.

The scheme will also contribute to the decrease in the CO2 emissions per km driven by occupiers that use electric vehicles and/or cycle to work.

Economic appraisal results:

[Please provide details of the key appraisal results (BCR and sensitivity tests) by completing the table below. Please note, not all sections of the table may require completion.]

Promoters should also include a statement which identifies other schemes which may have potentially contributed to the same benefits/impacts.

Smaller schemes (less than £2 million) are not required to complete a quantified economic appraisal but are required to include a Value for Money rationale.]

	DCLG Appraisal Sections	Option 1 relative to status quo (Do Something)	Option 2 relative to status quo (Do nothing)
A	Present Value Benefits [based on Green Book principles and Green Book Supplementary and Departmental Guidance (£m)]	14	0
B	Present Value Costs (£m)	0.3	0
C	Present Value of other quantified impacts (£m)	n/a	0
D	Net Present Public Value (£m) [A-B] or [A-B+C]		
E	'Initial' Benefit-Cost Ratio [A/B]		
F	'Adjusted' Benefit Cost Ration [(A+C)/B]		
G	Significant Non-monetised Impacts	<i>[Please provide details of the non-monetised impacts of the scheme. Please note that, where monetisation is not possible, a qualitative assessment of the potential impacts should be carried out and presented in the Business Case submission. The DCLG Appraisal Guidance provides additional details regarding the use of multi-criteria analysis (MCA) on page 25 or switching values to capture the significance of such impacts on page 26]</i>	
H	Value for Money (VfM) Category	<i>[A VfM category should be produced for each spending option. The VfM should be based on the overall assessment of both monetised and non-monetised impacts. The VfM category will ultimately represent a judgment based on the size of the monetised benefits relative to the monetised costs (the BCR) and the potential significance of non-monetised impacts. Additional guidance can be found on page 28 of the DCLG Appraisal Guidance]</i>	



	DCLG Appraisal Sections	Option 1 relative to status quo (Do Something)	Option 2 relative to status quo (Do nothing)
		<p>VFM under “Do Something” Scenario:</p> <p>We consider, in our professional capacity, that the scheme represents very high Value for Money.</p> <p>The best indicator to evaluate the value for money and benefit of the scheme is based on the Gross Value Added (GVA) per job that will be safeguarded and created by the investment. As reference we have used the Gross Value Added (GVA) per workforce job (WFJ) (£ and as percentage of England level), by Local Authority Classification in England, 2018 (provisional) – link to the government guidance document published in 2019 called Productivity measured by Gross Value Added (GVA) is here.</p> <p>According to the ONS the classification of Gross Value Added (GVA) per Workforce Job can be divided according to the geography of local authorities. The Lewes District Council is considered a local authority that is urban with significant rural areas, which corresponds to a GVA figure of £52,000 per workforce job.</p> <p>Therefore, the economic value of safeguarded and created jobs can be measured by multiplying the number of jobs by the average GVA per job for the area, the results are below:</p> <p>GVA per job: £52,000 Safeguarded jobs: 180 jobs - Value to the regional economy = £9,360,000 per annum. New jobs: 90 jobs - Value to the regional economy = £4,680,000 per annum. Total value of the intervention to the economy = £14,040,000 per annum. Cost of the scheme: £300,000.</p> <p>Deadweight: We may be able to conclude that for a period of time a proportion of the safeguarded jobs may have been maintained without providing covid-secure facility enhancements. It is difficult to estimate potential loss of business tenants over time if no investment is to take place to ensure additional hygiene and social distancing in the office</p>	



	DCLG Appraisal Sections	Option 1 relative to status quo (Do Something)	Option 2 relative to status quo (Do nothing)
		<p>environment. However, we can certainly state that there no internal financial capacity to provide these enhancements. Therefore, in the scenario that no improvements can take place in the centre and assuming that the long-term impact of covid leads to a reduction in business tenants that is compensated by a small number of new business tenants we may expect that the occupancy could remain at a new steady state of 60% capacity. Under this scenario we may assume that the added value of the intervention could equate to the additional 90 jobs that take the centre back to a 95% occupancy level. It is also worth highlighting that under a scenario where the centre is only operating at a capacity of 60% that it may be difficult to maintain the current offering of the innovation centre at a profit which would lead in the future to additional job losses within the Innovation Centre team and the possible eventual closure of the Innovation Centre. We consider the Deadweight effect to be 60%.</p> <p>Total value of the intervention to the economy including deadweight assumption = £4,680,000 per annum</p> <p>Displacement: It is difficult to envisage that the new jobs attracted to the innovation centre following the investment in new covid-secure facilities will displace existing employment in other areas of the SELEP region, particularly due to the distance between the Falmer innovation centre and similar innovation hubs within SELEP. However, it may be possible for the Innovation Centre to attract existing jobs from the city of Brighton and Hove as there is a porous boundary between Lewes District and the city but we expect that this displacement would be negligible and anticipate that most of the new jobs will come from entrepreneurs looking to set up their first businesses within an innovation centre. However, we consider that there will inevitably be some level of displacement, although only to a limited extent (25% displacement effect).</p> <p>Leakage: The majority of the benefits will go to people in the local are (10% Leakage effect).</p>	



	DCLG Appraisal Sections	Option 1 relative to status quo (Do Something)	Option 2 relative to status quo (Do nothing)
		<p>Substitution: None takes place (0% Substitution effect).</p> <p>Multiplier effects: We consider that the multiplier effect will be modest. It will be in line with a traditional income multiplier for B1 Office occupiers and can be estimated to have a multiplier effect between 1.2 and 1.29 in the local area from the jobs created by the scheme.</p> <p>VFM under “Do Nothing” Scenario: None</p>	
I	Switching Values & Rationale for Vfm Category	<p><i>[Sensitivity analysis can be used to identify a 'switching value' particularly with respect to additionality]</i></p> <p>We have considered three scenarios that may delay the expected outcomes of the scheme:</p> <ol style="list-style-type: none"> 1) New Social Distancing measures are enforced by Government that directly target office environments. 2) Slower rate of return from office occupiers. Therefore, vacant offices are not occupied as quickly as expected. 3) Low demand for larger vacant offices. As new occupiers seek to establish small operations. 	
J	DCLG Financial Cost (£m)		
K	Risks		
L	Other Issues		

4. COMMERCIAL CASE

The commercial case determines whether the scheme is commercially viable and will result in a viable procurement and well-structured deal. It sets out the planning and management of the procurement process, contractual arrangements, and the allocation of risk in each of the design, build, funding, and operational phases.

4.1. Procurement options:

[Present the results of your assessment of procurement and contracting route options and the supplier market, and describe lessons learned from others or experience; max. 1 page.]

The Sussex Innovation Centre is a wholly owned subsidiary of the University of Sussex – the University of Sussex may therefore be regarded as a development partner.

The University of Sussex is a public sector organisation for the purposes of EU public procurement legislation. As a charity and as a Higher Education institution overseen by the Higher Education Funding Council for England, the University has a responsibility to demonstrate value for money in all its operations including procurement. Sussex Innovation Centre and University of Sussex takes this responsibility extremely seriously by embedding value for money within its Financial Regulations, by providing professionally qualified support for procurement managed by the Director of Finance, who is member of the executive team of the University, the Sussex Innovation Centre Board and by reporting annually to University Council, the Governing Body, how the University has delivered value for money through its activities including major projects.

University of Sussex has set policies and procedures for purchasing that comply with UK and European Procurement Law and these are set out in its Financial Regulations. For expenditure more than £2,500 authorisation will be required from the Project Director and a full procurement audit trail will be held.

Our procurement strategy is designed with the aim to achieve high value for money (VFM). Using procurement processes that are sustainable and transparent, providing opportunities to local SMEs and Social Enterprises, providing excellent value for money. We aim to ensure that through procurement, we can deliver benefits to our local communities and provide opportunities which improve the local economy. Our aim is to place our contracts with suppliers who operate with integrity and social responsibility.

4.2. Preferred procurement and contracting strategy:

[Define the procurement strategy and contracting strategy (e.g. traditional, (design and build, early contractor involvement) and justify, ensuring this aligns with the spend programme in the Financial Case and the project programme defined in the Management Case; max. 2 pages.]

The project will require elements of building fit-out, furniture and some A/V supply. The University and Sussex Estates and Facilities (SEF) have procurement policies which are in line with Public Contracts Regulations. The fit-out design for the Sussex Innovation – Falmer has been through a procurement process in line with Sussex Innovation Centre and University of Sussex procurement policy.

Our contracting strategy is based on requesting three quotes from potential suppliers and selecting our preferred supplier based on a matrix of quality, cost and speed of delivery for the service to determine the best route to achieve the highest value for money.

4.3. Procurement experience:

[Describe promoter (and advisor) experience of the proposed approach including any lessons learnt from previous procurement exercises of a similar scale and scope; max. 0.5 pages.]

The procurement strategy of University of Sussex is designed to deliver value for money by means of economy, efficiency and effectiveness in all campus procurement provision. Delivery of the procurement strategy is driven by the University Financial Regulations, procurement process development, coordinating and leading project teams, value for money reviews and initiatives, effective procurement planning and contact implementation.

Sussex Innovation Centre received £140k from Local Growth Funding (LGF) via the Coast to Capital LEP in 2017 to create more space in our sites in Brighton, Croydon and Falmer to enable additional support to be provided for innovative business. The public sector funding was managed successfully in time and budget and the delivery of the project outputs was achieved according to plan.

4.4. Competition issues:

[Describe any competition issues within the supply chain; max. 0.5 page.]

No issues are foreseeable.

4.5. Human resources issues:

[Where possible, describe what you have done to identify and mitigate against any human resource issues; max. 0.5 pages.]

The Sussex Innovation Centre intends to manage the project through its own staff resources and will contract suppliers for the refurbishment and installation of new facilities within the building.

4.6. Risks and mitigation:

Specify the allocation of commercial risks (e.g. delivery body, federated area, scheme promoters) and describe how risk is transferred between parties, ensuring this is consistent with the cost estimate and Risk Management Strategy in the Management Case; max. 1 page.]

The proposed scheme does not generate substantial risks to regional stakeholders and from a commercial perspective the only foreseeable risk is that the scheme is not completed in time, but we have prepared a realistic programme for all stages of work. Allowance for procurement period has been discussed in advance with the suppliers to ensure deliverability.

4.7. Maximising social value:

[Where possible, provide a description of how the procurement for the scheme increases social value in accordance with the Social Value Act 2012 (e.g. how in conducting the procurement process it will act with a view of improving the economic, social and environmental well-being of the local area and particularly local businesses); max. 0.5 page.]

The Sussex Innovations Centre's core objective is to support the creation and growth of new technology and knowledge-based businesses. This project will allow more individual entrepreneurs and SME businesses to access and engage with the business support community and support resources provided by the Innovation Centre. The procurement selection will be advertised through local networks with the ambition of selecting local firms and therefore generate additional local value to the economy.

5. FINANCIAL CASE

The Financial Case determines whether the scheme will result in a fundable and affordable Deal. It presents the funding sources and capital requirement by year, together with a Quantitative Risk Assessment (QRA), project and funding risks and constraints. All costs in the Financial Case should be in nominal values¹.

The profile of funding availability detailed in the Financial Case needs to align with the profile of delivery in the Commercial Case.

5.1. Total project value and funding sources:

[Specify the total project value and how this is split by funding sources by year, as per the table below (expand as appropriate). This should align with the total funding requirement described within the Project Overview section. Please include details of other sources of funding, and any conditions associated with the release of that funding. LGF can only be sought to 2020/21.]

The private sector match funding has already been secured. The public sector match funding that we are seeking via this application will be spent within this financial year, as we are planning to finalise all the refurbishment and works by March 2021 and promoting the covid-secure facilities from April 2021.

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

[Specify the amount and type of SELEP funding sought to deliver the project. This should align with the SELEP funding requirement described within the Project Overview section.]

We are requesting £200,000 from South East LEP via the Getting Building Fund.

5.3. Costs by type:

Detail the cost estimates for the project by year as per the table below (expand as appropriate) and specify how the inclusion of the Quantitative Risk Assessment (QRA) and other overheads aggregate to the total funding requirement. Where conversion has been made between nominal and real cost estimates (and vice versa) please provide details of any inflation assumptions applied. The Financial Case should not include Optimism Bias. Please confirm that optimism bias has not been applied in the Financial Case. Also, include details of the agreed budget set aside for Monitoring and Evaluation, and ensure this aligns with the relevant section in the Management Case. Please note, not all sections of the table may require completion.]

Cost type	Expenditure Forecast				
	17/18 £000	18/19 £000	19/20 £000	20/21 £000	21/22 £000
Capital - Fit out (inc. equipment and furnishings): - Sustainable transport Investment - Investment in enhanced hygiene facilities				300	

¹ Nominal values are expressed in terms of current prices or figures, without making allowance for changes over time and the effects of inflation.



- Investment in Facilities and Technology					
Non-capital [For example revenue liabilities for scheme development and operation]					
QRA					
Monitoring and Evaluation					
Total funding requirement				300	
Inflation (%)					

5.4. Quantitative risk assessment (QRA):

[Provide justification for the unit costs and a Quantitative Risk Assessment (QRA) provisions (detailed in the capital and non-capital tables above); max. 2 pages. Please provide supporting documents if appropriate.]

The project costs are based on quotes and estimations by contractors for refurbishment of certain areas of the centre and for equipment that we intend to purchase to make the Sussex Innovation Centre the covid-secure environment. Due to the scale of the project we do not consider necessary to generate a full QRA or that there is any value in developing a Monte Carlo analysis for risk modelling in the project.

The financial risks are very low so we have included a 5% contingency on all the costs, but we are confident that the prices reflect market rates and quotes that we have already received from potential suppliers. Additionally, we have factored in overheads and uplifts.

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

[Where possible, explain the assumed capital and non-capital funding profile, summarise the total funding requirement by year, and funding source (add rows / columns as appropriate). Please note, not all sections of the table may require completion. Also, explain the external factors which influence/determine the funding profile, describe the extent of any flexibility associated with the funding profile, and describe non-capital liabilities generated by the scheme; max. 1 page.]

	Expenditure Forecast					
Funding source	17/18 £000	18/19 £000	19/20 £000	20/21 £000	21/22 £000	22/23 £000
Capital source 1: Private Funding				100		
Capital source 2: Public sector funding via GBF				200		
Non-capital source 1...						
Non-capital source 2...						
Total funding requirement				300		

5.6. Funding commitment:

[Provide signed assurance from the Section 151 officer to confirm the lead applicant will cover any cost overruns relating to expenditure and programme delivery, as per the template in Appendix B. Please also confirm whether the funding is assured or subject to future decision making.]

Private Sector match funding worth £100,000 has already been secured.

5.7. Risk and constraints:

[Specify project and funding risks and constraints. Describe how these risks have, where appropriate, been quantified within the QRA/contingency provisions; max 0.5 pages.]

Funding risks are minimal as the private sector match is already secure and there are no funding constraints. Once the public sector match has been secured the only potential risk, with very low likelihood, is a lack of cashflow. However, Sussex Innovation maintains a cash flow credit line with University of Sussex, so forward planning is closely monitored to ensure no funding issues affect the delivery of the scheme. Additionally, it is worth noting that we have not factored in any inflation as costs will remain within the same financial year 2020/2021 and this is also the year we are referencing as our price base.

6. MANAGEMENT CASE

The management case determines whether the scheme is achievable and capable of being delivered successfully in accordance with recognised best practice. It demonstrates that the spending proposal is being implemented in accordance with a recognised Programme and Project Management methodology, and provides evidence of governance structure, stakeholder management, risk management, project planning and benefits realisation and assurance. It also specifies the arrangements for monitoring and evaluation in terms of inputs, outputs, outcomes and impacts.

6.1. Governance:

[Nominate the project sponsor and Senior Responsible Officer, explain the project governance structure (ideally as a diagram with accompanying text) and describe responsibilities, project accountability, meeting schedules etc.; max. 1 page.]

The project sponsor is Sussex Innovation Centre (SInC) and the Senior Responsible Officer is Nigel Lambe, Executive Director for SInC.

The Sussex Innovation Centre has over 20 years' experience in managing incubator buildings, business support and delivery programmes for start-up and small businesses.

The Sussex Innovation Centre is a wholly owned subsidiary of the University of Sussex. Our accounts are audited and consolidated within the University's financial accounts and we are therefore fully compliant with their financial procedures.

The Governance of the project will be managed via the Sussex Innovation Centre Board that meets on a monthly basis and has senior representatives from the Innovation Centre and University of Sussex. Decisions for the project will be made in agreement of the board and the progress of the scheme will be reported on a monthly basis.

The project will be managed by the Executive Director and supported by experienced Facilities and Finance Managers. The projects will run through the Centre's project management and financial management.

All the projects will be overseen by the Executive Director of the Sussex Innovation Centre, supported by our internal Facilities and Finance Management team. The Sussex Innovation Centre is a wholly owned subsidiary of the University of Sussex.

6.2. Approvals and escalation procedures:

[Specify the reporting and approval process; max. 0.5 pages.]

The project will be subject to approval by the Sussex Innovation Centre Board, which includes both University and independent Non-Executive Directors. Decisions for the project will be made in agreement of the board and the progress of the scheme will be reported on a monthly basis.

6.3. Contract management:

[Explain your approach to ensuring that outputs are delivered in line with contract scope, timescale and quality; max. 0.5 pages.]

The project will be overseen by the Executive Director of the Sussex Innovation Centre, supported by our internal Facilities and Finance Management team that are fully available to support the development and completion of the scheme.

Operational project management will be undertaken by the Sussex Innovation Facilities Manager – Helen Northeast.

Financial and procurement management by the Sussex Innovation Finance Manager – Jane Baker

6.4. Key stakeholders:

[Describe key stakeholders, including any past or planned public engagement activities. The stakeholder management and engagement plan should be provided alongside the Business Case; max. 0.5 pages.]

The Sussex Innovation Centre has its own PR and Communications Staff and is supported by the University's Communications Team.

This project will be promoted via the Innovation Centre's press links, plus web and social media.

We will develop a proactive Stakeholder engagement plan to communicate with our stakeholders and inform them of the plans linked to the scheme and will confirm once the scheme has been completed.

The Sussex Innovation Centre has very good and active links with the primary stakeholders: South East LEP, Lewes District Council, East Sussex County Council and University of Sussex.

6.5. Equality Impact:

[Provide a summary of the findings of the Equality Impact Assessment (EqIA) and attach as an Appendix to the Business Case submission. If an EqIA has not yet been undertaken, please state when this will be undertaken and how the findings of this assessment will be considered as part of the project's development and implementation. The EqIA should be part of the final submission of the Business Case, in advance of final approval from the accountability board; max. 0.5 pages.]

The Sussex Innovation Centre is a wholly owned subsidiary of the University of Sussex and operates within its Equality and Diversity Policies.

The project will be subject to the equality and diversity policy of University of Sussex. The policy aims to ensure that commitment to equality of opportunity and diversity is made explicit in contracts and partnerships with outside organisations (as stated in the University of Sussex Procurement Strategy).

Sussex Innovation Centre has equality and diversity policies in place that adhere to University of Sussex's policy and can produce evidence of compliance if required. The need to ensure equality throughout the project, the prevention of discrimination, and attention to accessibility will be emphasised in the delivery plan. This will be briefed to project personnel at the start of the project and compliance will be monitored as part of the major project reviews. Physical refurbished locations and new equipment will be fully accessible, and additional support will be provided to any potential users who have special access needs.

6.6. Risk management strategy:

[Define the Risk Management Strategy referring to the example provided in Appendix C (expand as appropriate), ensuring this aligns with the relevant sections in the Financial and Commercial Case. Please provide supporting commentary here; max. 0.5 pages.]

Our risk management strategy is based on risk reduction. We implement small changes to reduce the weight of the risk. The reduction will require processes and plans that are in place with our team to avoid cases of a high-risk manifestation.

See Appendix C for the Risk Register.

6.7. Work programme:

[Provide a high-level work programme in the form of a Gantt Chart which is realistic and achievable, by completing the table in Appendix D (expand as appropriate). Please describe the

critical path and provide details regarding resource availability and suitability here; max. 0.5 pages.]

Our Project Management plan is focused on managing all the stages of the project, mainly execution, management and control of the project. We are basing our internal management system on the sections that have been identified in this application and can be broken down on the management of the schedule, finance, quality, resource, stakeholders, risk and finally the closure of the project.

See Appendix D for the Gantt Chart. There is no identifiable Critical path, as there is little dependency in the contracting of services and purchase of equipment. It can all take place simultaneously during the period of January to March 2021.

6.8. Previous project experience:

[Describe previous project experience and the track record of the project delivery team (as specified above) in delivering projects of similar scale and scope, including whether they were completed to time and budget and if they were successful in achieving objectives and in securing the expected benefits; max. 0.5 pages.]

Sussex Innovation Centre received £140k from Local Growth Funding (LGF) via the Coast to Capital LEP in 2017 to create more space in our sites in Brighton, Croydon and Falmer to enable additional support to be provided for innovative business. The public sector funding was managed successfully in time and budget and the delivery of the project outputs was achieved according to plan. The Sussex Innovation Centre Facilities Manager and Finance Manager responsible for the delivery of this project are still in the centre.

6.9. Monitoring and evaluation:

[Complete the Logic Map over the page. This provides a read across between the objectives, inputs, outputs, outcome and impacts of the scheme and is based on the Logic Map established in the Strategic Case. A guide to what is required for each of these is included in Appendix E. Note that the number of outcomes and impacts is proportionate to the size of funding requested.]

Complete the Monitoring and Evaluation Report template and Baseline Report template in Appendix F.] - To be completed for gate 2 review.

6.91 Logic Map

Objectives	Inputs	Outputs	Outcomes	Impacts
<p>Objective 1: Increase the number of jobs and businesses that are based in Sussex Innovation Centre.</p> <p>Objective 2: Reduce the carbon footprint of Sussex Innovation Centre business occupiers by providing facilities that enable the use of sustainable transport.</p>	<p><i>For all schemes:</i></p> <p>Grant Spend £200,000</p> <p>Matched Contributions Spend £100,000</p>	<p><i>For all schemes:</i></p> <p>The Outputs are divided into three categories:</p> <ul style="list-style-type: none"> Investment in enhanced hygiene facilities Investment in technology and furniture Facilities to promote sustainable transport 	<p>The outcome is measured exclusively on the number of jobs:</p> <ul style="list-style-type: none"> Safeguarded jobs: 180 jobs New jobs: 90 jobs 	<p><i>For schemes of £2m of funding or less:</i></p> <p>-n/a</p>

7. DECLARATIONS

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

**If the answer is “yes” to any of these questions please give details on a separate sheet of paper of the person(s) and business(es) and details of the circumstances. This does not necessarily affect your chances of being awarded SELEP funding.*

I am content for information supplied here to be stored electronically, shared with the South East Local Enterprise Partnerships Independent Technical Evaluator, Steer Davies Gleave, and other public sector bodies who may be involved in considering the business case.

I understand that a copy of the main Business Case document will be made available on the South East Local Enterprise Partnership website one month in advance of the funding decision by SELEP Accountability Board. The Business Case supporting appendices will not be uploaded onto the website. Redactions to the main Business Case document will only be acceptable where they fall within a category for exemption, as stated in Appendix G.

Where scheme promoters consider information to fall within the categories for exemption (stated in Appendix G) they should provide a separate version of the main Business Case document to SELEP 6 weeks in advance of the SELEP Accountability Board meeting at which the funding decision is being taken, which highlights the proposed Business Case redactions.

I understand that if I give information that is incorrect or incomplete, funding may be withheld or reclaimed and action taken against me. I declare that the information I have given on this form is correct and complete. Any expenditure defrayed in advance of project approval is at risk of not being reimbursed and all spend of Local Growth Fund must be compliant with the Grant Conditions.

I understand that any offer may be publicised by means of a press release giving brief details of the project and the grant amount.

<p><i>Signature of applicant</i></p>	
<p><i>Print full name</i></p>	<p><i>Nigel Lambe</i></p>
<p><i>Designation</i></p>	<p><i>Executive Director</i></p>

8. APPENDIX A – ECONOMIC APPRAISAL ASSUMPTIONS

[The DCLG appraisal guide data book includes all of the appraisal and modelling values referred to in the appraisal guidance. Below is a summary table of assumptions that might be required. All applicants should clearly state all assumptions in a similar table.]

Appraisal Assumptions	Details
QRA and Risk allowance	
Real Growth	
Discounting	
Sensitivity Tests	
Additionality	
Administrative costs of regulation	
Appraisal period	
Distributional weights	
Employment	Safeguarded and new jobs are calculated based on jobs in full time employment (FTE)
External impacts of development	
GDP	
House price index	
Indirect taxation correction factor	
Inflation	Inflation is not relevant to this project as all activities take place in the same financial year 2020/21
Land value uplift	
Learning rates	
Optimism bias	Not considered
Planning applications	
Present value year	
Private sector cost of capital	
Rebound effects	
Regulatory transition costs	

9. APPENDIX B - FUNDING COMMITMENT

Draft S151 Officer Letter to support Business Case submission

Dear Colleague

In submitting this project Business Case, I confirm on behalf of East Sussex County Council that:

- The information presented in this Business Case is accurate and correct as at the time of writing.*
- The funding has been identified to deliver the project and project benefits, as specified within the Business Case. Where sufficient funding has not been identified to deliver the project, this risk has been identified within the Business Case and brought to the attention of the SELEP Secretariat through the SELEP quarterly reporting process.*
- The risk assessment included in the project Business Case identifies all substantial project risks known at the time of Business Case submission.*
- The delivery body has considered the public-sector equality duty and has had regard to the requirements under s.149 of the Equality Act 2010 throughout their decision-making process. This should include the development of an Equality Impact Assessment which will remain as a live document through the projects development and delivery stages.*
- The delivery body has access to the skills, expertise and resource to support the delivery of the project*
- Adequate revenue budget has been or will be allocated to support the post scheme completion monitoring and benefit realisation reporting*
- The project will be delivered under the conditions in the signed LGF Service Level Agreement or other grant agreement with the SELEP Accountable Body.*

I note that the Business Case will be made available on the SELEP website one month in advance of the funding decision being taken, subject to the removal of those parts of the Business Case which are commercially sensitive and confidential as agreed with the SELEP Accountable Body.

Yours Sincerely,

SRO (Director Level)

S151 Officer

10. APPENDIX C – RISK MANAGEMENT STRATEGY

Description of Risk	Impact of Risk	Risk Owner	Risk Manager	Likelihood of occurrence (Very Low/ Low/Med/ High/ Very High) (1/2/3/4/5) *	Impact (Very Low/ Low/ Med/ High/ Very High) (1/2/3/4/5) **	Risk Rating	Risk Mitigation	Residual Likelihood/Impact Scores
Cost Plans are inaccurate	Low	Executive Director	Finance Manager	Low: 2	Low: 2	4	Cost estimates have been based on previous projects and design quotes for Falmer. There can be a minor degree of flexibility in the design to meet any budgetary pressure.	Low
Cashflow	Low	Executive Director	Finance Manager	Low: 2	Low: 2	2	The Sussex Innovation maintain a Cash Flow credit line with the University – so forward planning is	Low

							closely monitored to ensure no operational issues.	
Inflationary costs and budget overrun	Low	Executive Director	Finance Manager	Very Low: 1	Low: 2	2	Projects are anticipated to be undertaken within the next six months, so we expect limited cost inflation.	Low
Project Team changes, loss of continuity and delay to process	Low	Executive Director	Finance Manager	Low: 2	Low: 2	4	Sussex Innovation has an experienced management team and well-established processes that can accommodate Project Team changes.	Low
Tight programme to meet timeframe; key milestone dates not achieved	Medium	Executive Director	Facilities Manager	Low: 2	Low: 2	4	These are relatively simple fit-out projects within a well-established procurement process.	Low

							Minor delays on individual items will not affect the overall scheme deliverability.	
Projects not completed on time	Medium	Executive Director	Facilities Manager	Low: 2	Low: 2	4	A realistic programme has been prepared for all stages of work. Allowance for procurement period has been discussed with the suppliers to ensure deliverability.	Low
Ability to generate enough revenue by attracting new tenants after the project is completed	High	Executive Director	Finance Manager	Low: 2	High:4	8	We have an experienced team that is able to attract as many occupiers as necessary.	Low
Future Lockdown measures that	High	Executive Director	Facilities Manager	Medium: 3	Medium:3	9	It is expected that tighter lockdown restrictions will	Medium

impact on office environments.							only be temporary, and that office work will be allowed to take place. We will enforce strict social distancing and hygiene measures.	

* Likelihood of occurrence scale: Very Low (1) more than 1 chance in 1000; Low (2) more than 1 chance in 100; Medium (3) more than 1 chance in 50; High (4) more than 1 chance in 25; Very High (5) more than 1 chance in 10.

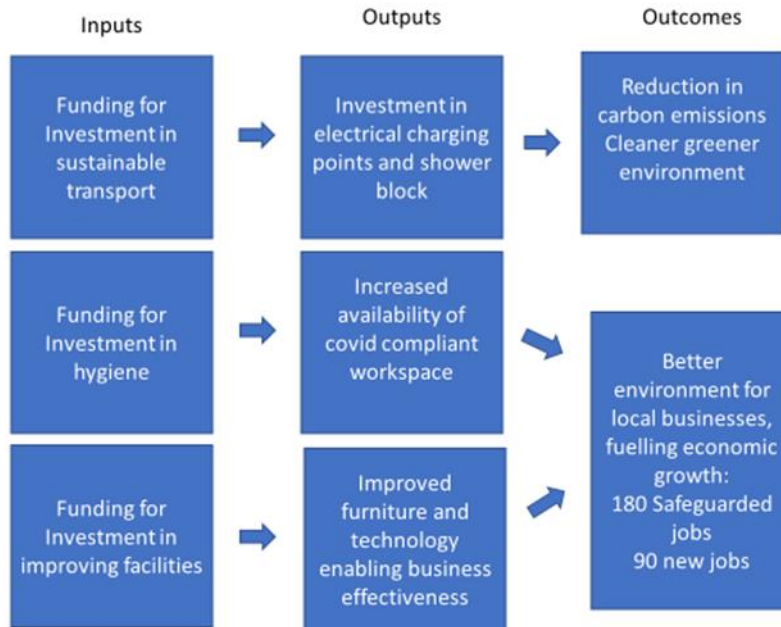
** Impact scale: Very Low (1) likely that impact could be resolved within 2 days; Low (2) potential for a few days' delay; Medium (3) potential for significant delay; High (4) potential for many weeks' delay; Very High (5) potential for many months' delay

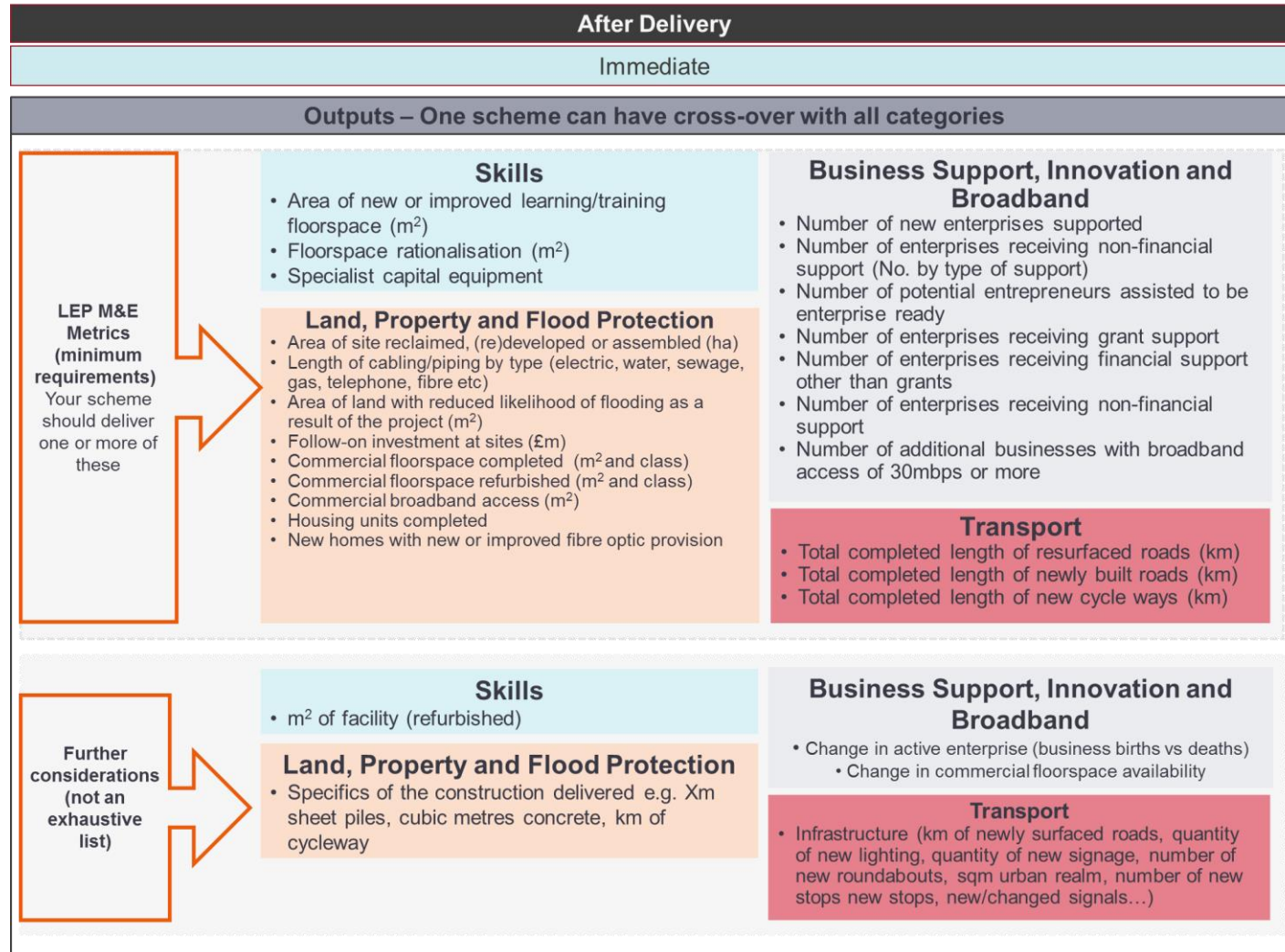
Please note, not all sections of the table may require completion.

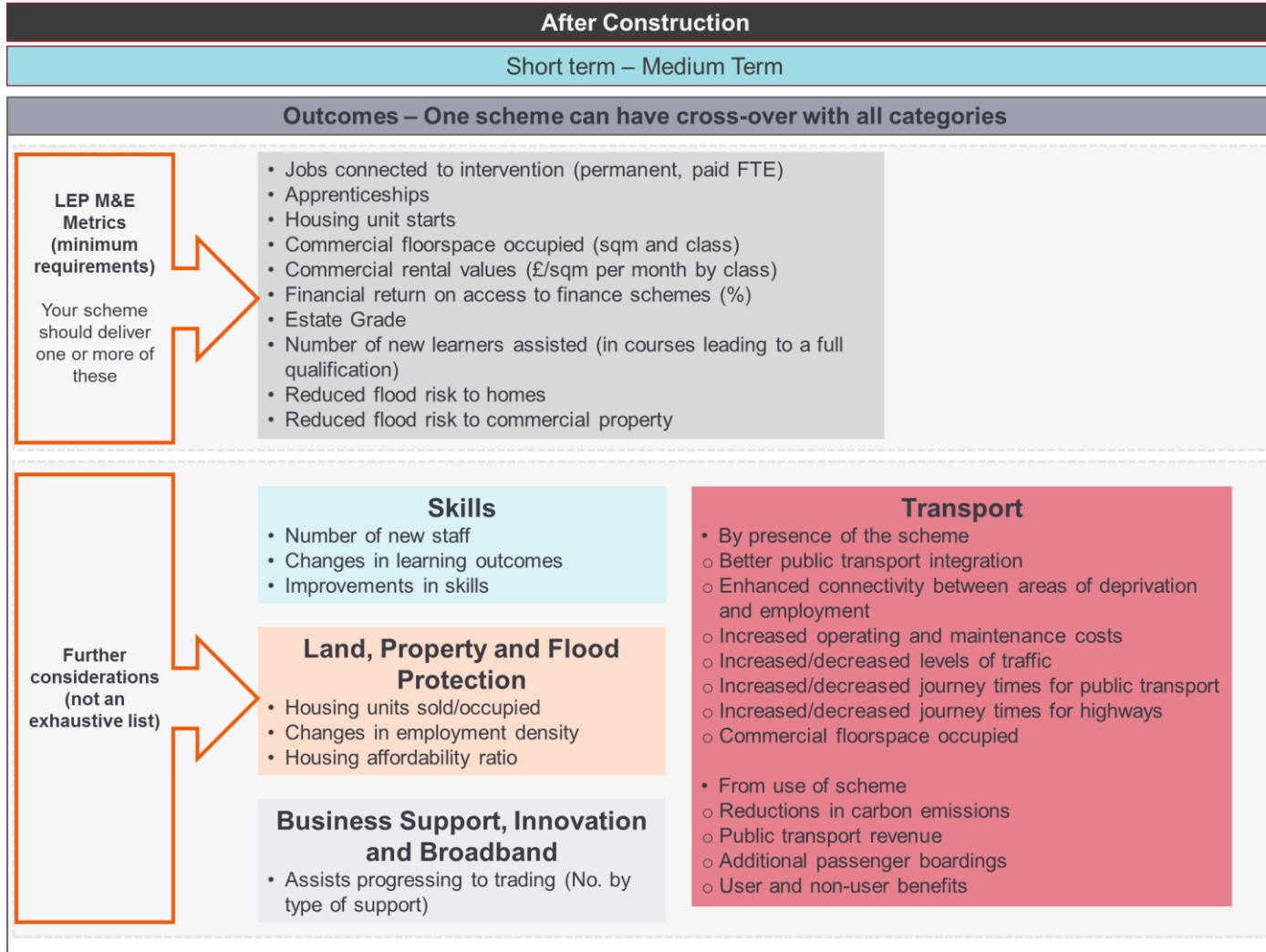
11. APPENDIX D – GANTT CHART

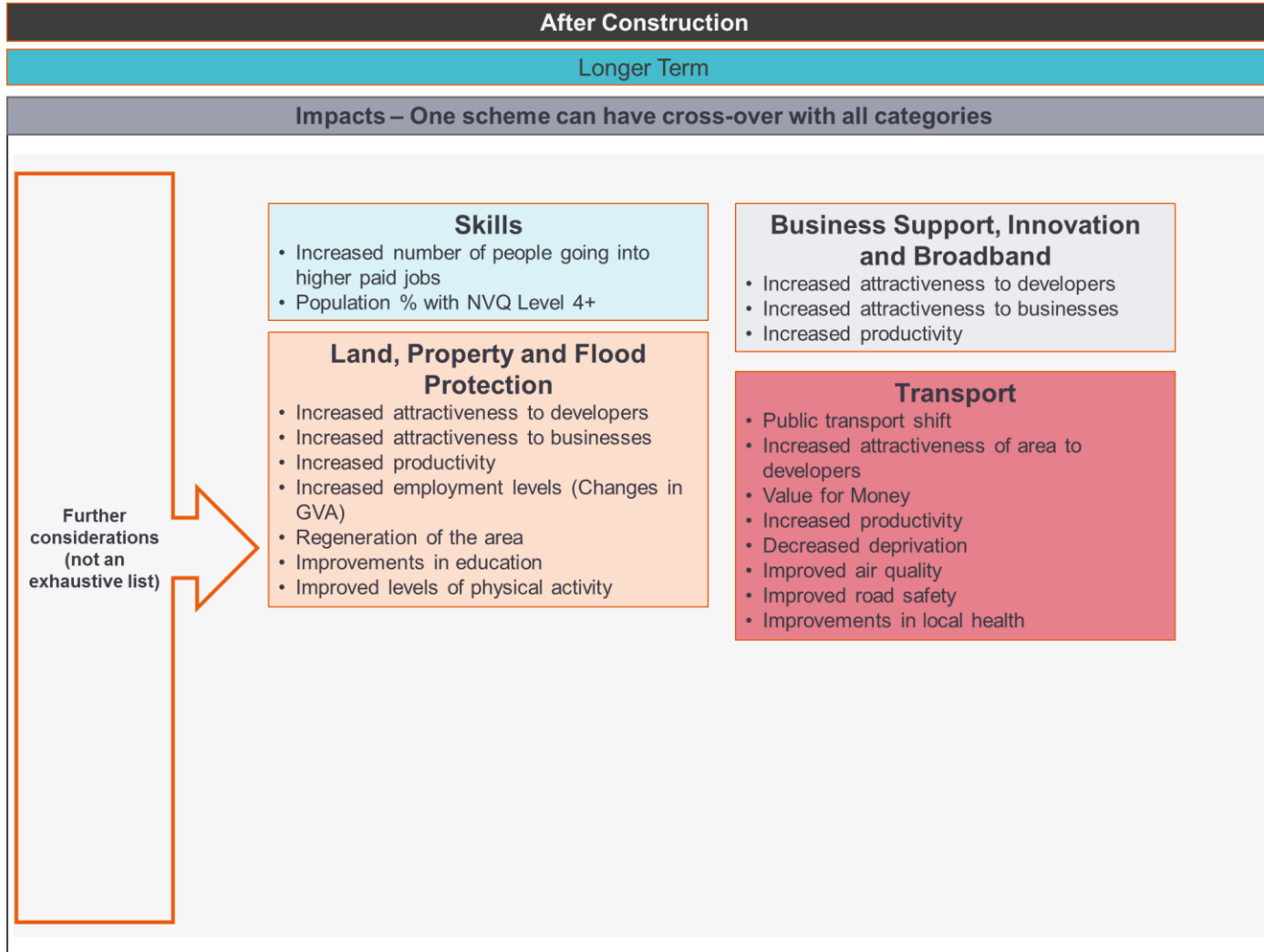
Tasks	Start date	Finish date	2020						2021					
			Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Etc.	
Sustainable Transport Investment	August 2020	March 2021												
Investment in enhanced hygiene facilities	January 2021	March 2021												
Investment in technology and furniture	January 2021	March 2021												
Key Milestones / Deliverables														
Car charging points ready		August 2020												
Shower block completed		March 2021												
Hygienic facilities ready		March 2021												
New Technology installed and refurb completed		March 2021												
Project Funding awarded		November 2020												
Start of scheme with GBF funding		January 2021												

12. APPENDIX E – MONITORING AND EVALUATIONS METRICS FOR LOGIC MAP











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13. APPENDIX F – MONITORING AND EVALUTAION PLAN AND BASELINE REPORT TEMPLATES

MONITORING AND EVALUATION PLAN

PURPOSE

To be completed for gate 2 review.

- The Monitoring and Evaluation Plan details what the intended inputs, outputs, outcomes and impacts are of the scheme. These values will most likely come from the Business Case, but may also come from supplementary documentation associated with the scheme.
- The Monitoring and Evaluation Plan details of how inputs, outputs, outcomes and impacts will be measured in the One Year After Opening Report and the Five/Three Years After Opening Report and any associated costs.
- The Monitoring and Evaluation Plan also outlines the proposed approach to measuring the baseline information for each of the inputs, outputs, outcomes and impacts and any costs associated with this.
- When the baseline information has been collated, it is reported upon in the Baseline Report template.

A NOTE ON COSTS

The Monitoring and Evaluation of a scheme will rely on internal resource and potentially, some external resources. Both could come at a cost either in terms of time or money.

The Monitoring and Evaluation Plan is to be completed as part of the Business Case. At the same time, a Baseline Report would also be completed.

The costs that are anticipated for the collation of the Baseline Report are therefore current costs. However, the costs incurred for data collection for the One Year After Opening Report and Five/Three Years After Opening Report would occur in the future. Therefore, it is important to consider the effect of inflation on these costs.



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The following provides information on the process for Monitoring and Evaluation and how the reports fit into this process.



The LGF supports a wide range of schemes in terms of scope and capital costs.

The Monitoring and Evaluation process has been designed to be aligned to the scale of the scheme based on its total delivery value (including LGF allocations). As a minimum, the number of jobs and housing brought forward by the scheme should be considered. These are factors which the Ministry of Housing, Communities and Local Government (MHCLG) consider to be key outcomes of LGF schemes.

The following is an indicative guide to which inputs, outputs, outcomes and impacts should be included within the Monitoring and Evaluation process for different scales of intervention.

This is based on the scale of the total value of each scheme or the value of a package in totality. Where there are complementary phases of a scheme that are funded at different times, consider establishing the Monitoring and Evaluation for the overall scheme delivered.

Value of Scheme/Package	Inputs	Outputs	Outcomes	Impacts
Under £2m	As described within the report templates	As described within the report templates	Number of jobs and houses delivered	n/a
£2m- £8m	As described within the report templates	As described within the report templates	All those prescribed by the LEP and applicable to the scheme/package (see Appendix A supplied separately) Also include any additional outcomes that have a large or moderate benefit / disbenefit in the Business Case	Those relevant to the scheme/package from within the list in Appendix A (supplied separately) Also include any additional impacts that have a large or moderate benefit / disbenefit in the Business Case
More than £8m	As described within the report templates	As described within the report templates	All those prescribed by the LEP and applicable to the scheme/package plus applicable measures from the 'Further considerations' section (see Appendix A supplied separately) Also include any additional outcomes	Those relevant to the scheme/package from within the list in Appendix A (supplied separately) Also include any additional impacts that have a large or moderate benefit / disbenefit in the Business Case



			that have a large or moderate benefit / disbenefit in the Business Case	
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SUSSEX INNOVATION, FALMER: COVID SECURE ADAPTATIONS

This Monitoring and Evaluation Plan provides the details of the inputs, outputs, outcomes and impacts of the Sussex Innovation, Falmer: COVID Secure Adaptations, how they will be measured, and the costs associated with this for the Baseline Report and One Year After Opening Report and Five/Three Years After Opening Report.

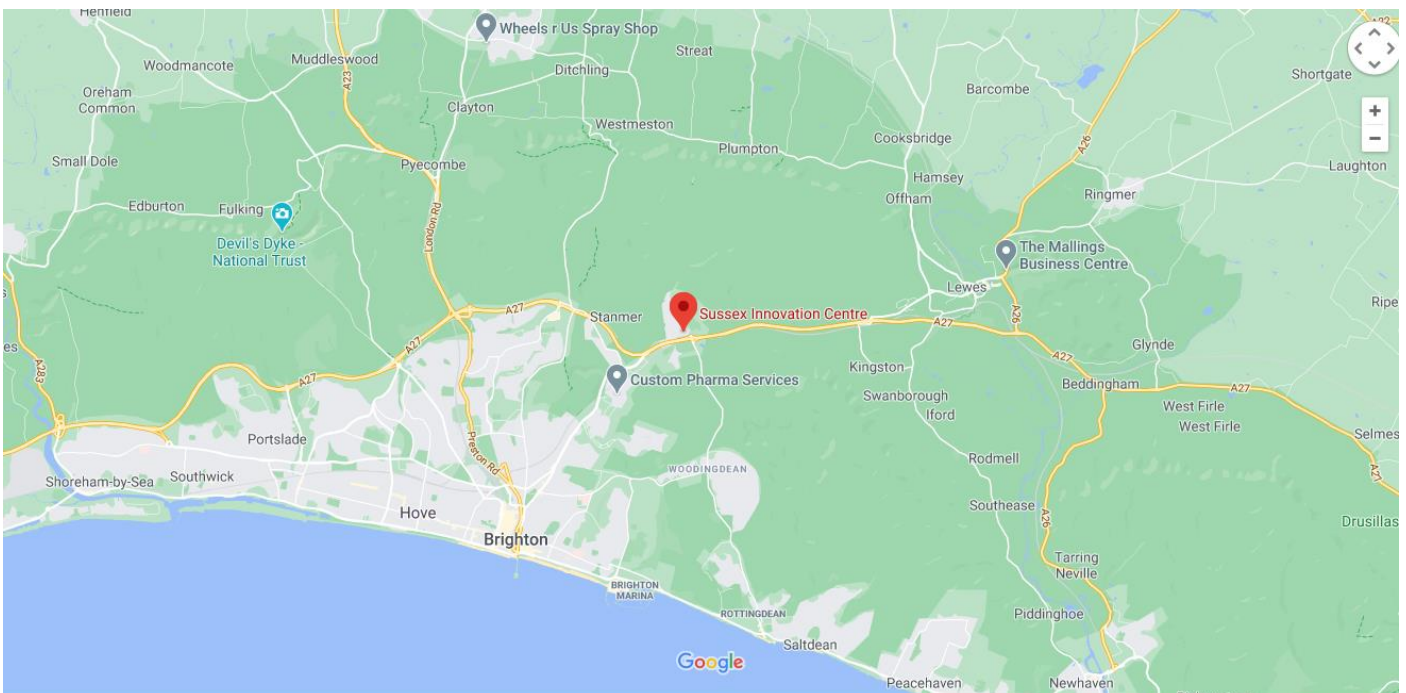
The objectives of the scheme are:

Objective 1: Increase the number of jobs and businesses that are based in Sussex Innovation Centre

Objective 2: Reduce the carbon footprint of Sussex Innovation Centre business occupiers by providing facilities that enable the use of sustainable transport.

The geography of the scheme is shown in the map below

Location of Sussex Innovation Centre Falmer





Map of the Sussex Innovation Centre, Falmer

Ground Floor



First Floor



INPUTS

This section requires the scheme promoter to provide information about Scheme Spend, Project Delivery, Project Risk and Project Changes. These are referenced against the values in the Business Case.

- Update the table to include actual Financial Years for the period of delivery and approaches to monitor/track these values
- *Note – you may need to extend this table if the funding occurs in a period more than 3 years before your scheme opening date.*

ID	Input Description	Source of Value	Monitoring Approach	Frequency of Tracking	Source	[2020/2021]				[2021/2022]				[FY1/FY2]				
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
IN1	Grant Spend £200k	Planned / Forecast Getting Building Fund	Monitoring of expenditure against budget	Weekly	Planned/ Forecasted Spend Profile				£200k									
IN2	Matched Contributions Spend £100k	Planned / Forecast Private match	Monitoring of expenditure against budget	Weekly	Planned/ Forecasted Spend Profile		£23k		£77k									
IN3	Leveraged Funding	Planned / Forecast			Planned/ Forecasted Spend Profile													

INPUT 4: PROJECT DELIVERY AND MILESTONS

- Please complete the table of planned Key Milestones

Milestone	Planned Date of Delivery
Start of project (start spending LGF or match funding)	First part of the scheme started and completed in August 2020. Next phase will start in January 2021
Public Consultation	Business occupiers and tenants have been surveyed in July 2020 and will be surveyed again in April 2021 and annually every month of April until 2025
Detailed Design	Not relevant
Full Planning Permission Granted	Not relevant
Site Mobilisation Works Commence	January 2021
Project Completion / Site Opening	Scheme will be completed in March 2021. New facilities will be promoted in the end of March 2021

INPUT 5: RISK MITIGATION

- Please note any anticipated risks and mitigation [Please refer back to Risk Register in the Business Case].

Description of Risk	Impact of Risk	Risk Owner	Risk Manager	Likelihood of occurrence (Very Low/Low/Med/High/Very High) (1/2/3/4/5) *	Impact (Very Low/Low/Med/High/Very High) (1/2/3/4/5) **	Risk Rating	Risk Mitigation	Residual Likelihood/Impact Scores
Cost Plans are inaccurate	Low	Executive Director	Finance Manager	Low: 2	Low: 2	4	Cost estimates have been based on previous projects and design quotes for Falmer. There can be a minor degree of flexibility in the design	Low



							to meet any budgetary pressure.	
Cashflow	Low	Executive Director	Finance Manager	Low: 2	Low: 2	2	The Sussex Innovation maintain a Cash Flow credit line with the University – so forward planning is closely monitored to ensure no operational issues.	Low
Inflationary costs and budget overrun	Low	Executive Director	Finance Manager	Very Low: 1	Low: 2	2	Projects are anticipated to be undertaken within the next six months, so we expect limited cost inflation.	Low
Project Team changes, loss of continuity and delay to process	Low	Executive Director	Finance Manager	Low: 2	Low: 2	4	Sussex Innovation has an experienced management team and well-established processes that can accommodate Project Team changes.	Low
Tight programme to meet timeframe ; key milestone dates not achieved	Medium	Executive Director	Facilities Manager	Low: 2	Low: 2	4	These are relatively simple fit-out projects within a well-established procurement	Low



							t process. Minor delays on individual items will not affect the overall scheme deliverability.	
Projects not completed on time	Medium	Executive Director	Facilities Manager	Low: 2	Low: 2	4	A realistic programme has been prepared for all stages of work. Allowance for procurement period has been discussed with the suppliers to ensure deliverability.	Low

OUTPUTS

- Please provide information about:
 - The planned/anticipated value for each output with the delivery of the scheme and reference this value from the Business Case or supporting documents
 - How the output will be monitored and evaluated for the One Year After Opening Report – you may need to include maps/diagrams to support this
 - The frequency of data collection related to the output
 - The anticipated cost of undertaking the monitoring and evaluation of the output for the One Year After Opening Report
 - The approach used to obtain baseline information for each output
 - Costs associated with this



EXAMPLE		
ID	Output Description	
OP1: Investment in enhanced hygiene facilities	Improving toilet facilities to include non-touch technology, sterile surfaces and clean air filters. Install clean air A/C unit in the centre and clean air filters in meeting rooms.	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value: £94k
		Source of Value: Full Business Case, p5
		Future Monitoring Approach: Use by existing and new tenants in the innovation centre
		Frequency of tracking: Once after opening for One Year After Report
		Costs Allocated to Monitoring: None. It will be monitored by number of business occupiers in the centre
		Details: Proposed Method of Collecting Baseline Information
		Approach for Collection: Survey with Business occupiers
		Costs Allocated: None

COMPLETE AND REPEAT FOR ALL OUTPUTS

ID	Output Description	
OP2: Investment in technology and furniture	Refurbish meeting rooms with seating systems that facilitate social distancing. Invest in enhanced software and hardware equipment to allow for non-touch seamless facilities management and creating zoom rooms to generate blended meeting environments for office and remote workers.	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value: £108k
		Source of Value: Full Business Case, p5
		Future Monitoring Approach: Use by existing and new tenants in the innovation centre
		Frequency of tracking: Once after opening for One Year After Report
Costs Allocated to Monitoring: None. It will be monitored by number of business occupiers in the centre		
Details: Proposed Method of Collecting Baseline Information		
Approach for Collection: Survey with Business occupiers		
Costs Allocated: None		



ID	Output Description	
OP3: Sustainable transport Investment	Creating six electric car charging points in the centre's parking and create a shower block to increase the number of staff cycling into work.	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value: £98k
		Source of Value: Full Business Case, p5
		Future Monitoring Approach: Use of facilities by existing and new tenants in the innovation centre
Frequency of tracking: Once after opening for One Year After Report	Costs Allocated to Monitoring: None. It will be monitored by number of business occupiers using sustainable transport to commute into the centre	Details: Proposed Method of Collecting Baseline Information
Approach for Collection: Travel to work survey	Costs Allocated: none	

OUTCOMES

- Please provide information about:
 - The planned/anticipated value for each outcome with the delivery of the scheme and reference this value from the Business Case or supporting documents
 - How the outcome will be monitored and evaluated for the One Year After Opening Report and for some outcomes, the Five/Three Years After Opening Report as well – you may need to include maps/diagrams to support this
 - The frequency of data collection related to the outcome
 - The anticipated cost of undertaking the monitoring and evaluation of the outcome for reports after opening

- The approach used to obtain baseline information for each outcome
 - Costs associated with this



EXAMPLE		
ID	Output Description	
OC1: Better Environment for local businesses	Jobs safeguarded and protected by the intervention	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value: 180 jobs safeguarded and 90 new jobs
		Source of Value: Full Business Case, p22
		Future Monitoring Approach: Number of tenants in the centre, broken down by tenants that remain in the centre and new tenants that move into the centre once the scheme is complete.
		Frequency of tracking: Once after opening and once for five years after opening report
		Costs Allocated to Monitoring: None. It will be monitored by number of business occupiers in the centre
		Details: Proposed Method of Collecting Baseline Information
		Approach for Collection: Through the number of occupiers in the centre.
		Costs Allocated: None.

COMPLETE AND REPEAT FOR ALL OUTCOMES

ID	Output Description	
OC2: Reduction in Carbon Emissions	Increase in the number of business occupiers using sustainable transport to commute into the centre.	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value: Decrease in the CO2 emissions per km driven by occupiers that use electric vehicles and/or cycle to work.
		Source of Value: Full Business Case, p20
		Future Monitoring Approach: Travel to work survey of business occupiers
		Frequency of tracking: Once after opening and once for five years after opening report
Costs Allocated to Monitoring: None		
		Details: Proposed Method of Collecting Baseline Information
		Approach for Collection: Travel to work survey of business occupiers
		Costs Allocated: none

IMPACTS- NOT RELEVANT DUE TO SCALE OF THE PROJECT

- Impacts are often not measurable but can be anecdotal or inferred. However, if they can be measured then an approach and budget should be allocated for this.
- They are a longer-term effect of the scheme being in place and often occur as a result of the outcomes
- They would not be monitored or tracked beyond the Five/Three Years After Opening Report

EXAMPLE		
ID	Output Description	
IM1	Improved road safety	Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value: General downwards trend in accidents
		Source of Value: Full Business Case, p42
		Future Monitoring Approach: STATS 19 (Road Accident Statistics)
		Frequency of tracking: Annually
		Costs Allocated to Monitoring: Free dataset from online but would require 1 day of GIS analysis from internal resource for each report
		Details: Proposed Method of Collecting Baseline Information
		Approach for Collection: STATS 19 (Road Accident Statistics)
		Costs Allocated: Free dataset from online but would require 1 day of GIS analysis from internal resource

COMPLETE AND REPEAT FOR ALL IMPACTS

ID	Output Description	
IM1		Details: Planned/Anticipated Output Value and Proposed Approach for Monitoring
		Value:
		Source of Value:
		Future Monitoring Approach:
		Frequency of tracking:
		Costs Allocated to Monitoring:
Details: Proposed Method of Collecting Baseline Information		
Approach for Collection:		
Costs Allocated:		

...IM2, IM3, IM4 etc



SOUTH EAST
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BASELINE REPORT

PURPOSE

To be completed for gate 2 review.

- The Monitoring and Evaluation Plan details what the intended inputs, outputs, outcomes and impacts are of the scheme. It provides details of how they will be measured and any associated costs of the monitoring process.
- The Baseline Report provides information and metrics about the current situation in the impact area of the scheme before delivery commences. Information should be provided for each of the intended inputs, outputs, outcomes or impacts. This baseline data can be used in subsequent stages to identify the scale of change brought about by the scheme.
- The tables in the report provide the basis for a tracking spreadsheet (Benefits Realisation Profile (BRP)) which will be shared with the LEP. The tracking spreadsheet is used to track the baseline, planned/anticipated values and the actual values for every input, output, outcome or impact after the scheme opens.
- The tables in this report include a space for baseline values and for planned/forecast values for each input, output, outcome or impact. These values are likely to come from the Full Business Case, but may also come from supplementary documentation associated with the scheme.



AN OVERVIEW TO THE MONITORING AND EVALUATION PROCESS

The following provides information on the process for Monitoring and Evaluation and how the reports fit into this process.



PROPORTIONATE APPROACH TO COMPLETING THE REPORT

The LGF supports a wide range of schemes in terms of scope and capital costs.

The Monitoring and Evaluation process has been designed to be aligned to the scale of the scheme based on its total delivery value (including LGF allocations). As a minimum, the number of jobs and housing brought forward by the scheme should be considered. These are factors which the Ministry of Housing, Communities and Local Government (MHCLG) consider to be key outcomes of LGF schemes.

The following is an indicative guide to which inputs, outputs, outcomes and impacts should be included within the Monitoring and Evaluation process for different scales of intervention.

This is based on the scale of the total value of each scheme or the value of a package in totality. Where there are complementary phases of a scheme that are funded at different times, consider establishing the Monitoring and Evaluation for the overall scheme delivered.

Value of Scheme/Package	Inputs	Outputs	Outcomes	Impacts
Under £2m	As described within the report templates	As described within the report templates	Number of jobs and houses delivered	n/a
£2m- £8m	As described within the report templates	As described within the report templates	All those prescribed by the LEP and applicable to the scheme/package (see Appendix A supplied separately) Also include any additional outcomes that have a large or moderate benefit / disbenefit in the Business Case	Those relevant to the scheme/package from within the list in Appendix A (supplied separately) Also include any additional impacts that have a large or moderate benefit / disbenefit in the Business Case
More than £8m	As described within the report templates	As described within the report templates	All those prescribed by the LEP and applicable to the scheme/package plus applicable measures from the 'Further considerations' section (see Appendix A supplied separately)	Those relevant to the scheme/package from within the list in Appendix A (supplied separately) Also include any additional impacts that have a large or moderate benefit /



			Also include any additional outcomes that have a large or moderate benefit / disbenefit in the Business Case	disbenefit in the Business Case
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SUSSEX INNOVATION, FALMER: COVID SECURE ADAPTATIONS

This Baseline Report provides the details of the inputs, outputs, outcomes and impacts of the Sussex Innovation, Falmer: COVID Secure Adaptations from the period June 2020 to July 2020, before the scheme is constructed/delivered.

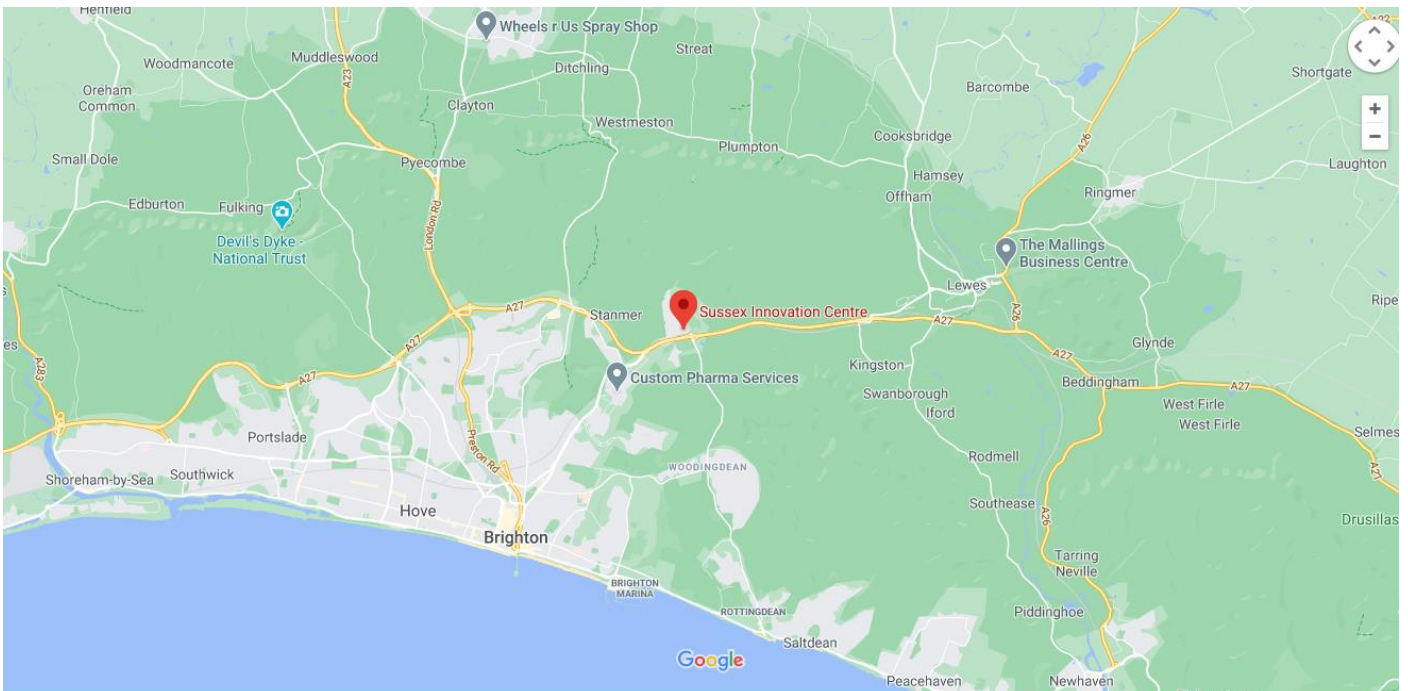
The objectives of the scheme are:

Objective 1: Increase the number of jobs and businesses that are based in Sussex Innovation Centre

Objective 2: Reduce the carbon footprint of Sussex Innovation Centre business occupiers by providing facilities that enable the use of sustainable transport.

The geography of the scheme is shown in the map below

Location of Sussex Innovation Centre Falmer





Map of the Sussex Innovation Centre, Falmer

Ground Floor



First Floor



INPUTS

This section requires the scheme promoter to provide information about Scheme Spend, Project Delivery, Project Risk and Project Changes. These are referenced against the information provided in the Monitoring and Evaluation Plan.

- Update the table to include actual Financial Years in the period before opening.
- Monetary values should exclude inflation (nominal values) to easily compare forecast and actual values.
- *Note – you may need to extend this table if the funding occurs in a period more than 3 years before your scheme opening date.*
- Only the values for spend and leveraged funding will go into the BRP.

ID	Input Description	Source of Value	Monitoring Approach	Frequency of Tracking	Source	Year 1 Before Opening [FY1/FY2]				Year 2 Before Opening [FY1/FY2]				Year 3 Before Opening [FY1/FY2]			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IN1	Grant Spend	Planned / Forecast £200k for financial year 2020/21	Monitoring of expenditure against budget	Weekly when project starts	Planned/ Forecasted Spend Profile												
IN2	Matched Contributions Spend	Planned / Forecast £100k for financial year 2020/21	Monitoring of expenditure against budget	Weekly when project starts	Planned/ Forecasted Spend Profile												



IN3	Leveraged Funding	Planned / Forecast			Planned/ Forecasted Spend Profile															
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INPUT 4: PROJECT DELIVERY AND MILESTONS

- Please complete the table of planned Key Milestones

Milestone	Planned Date of Delivery
Start of project (start spending LGF or match funding)	First part of the scheme started and completed in August 2020. Next phase will start in January 2021
Public Consultation	Business occupiers and tenants have been surveyed in July 2020
Detailed Design	Not relevant
Full Planning Permission Granted	Not relevant
Site Mobilisation Works Commence	January 2021
Project Completion / Site Opening	Scheme will be completed in March 2021. New facilities will be promoted in the end of March 2021

INPUT 5: RISK MITIGATION

- Please note any risk mitigation used and if any risks materialised up to the opening of the scheme [Please refer back to Risk Register in the Business Case].

Description of Risk	Impact of Risk	Risk Owner	Risk Manager	Likelihood of occurrence (Very Low/Low/Med/High/Very High) (1/2/3/4/5) *	Impact (Very Low/Low/Med/High/Very High) (1/2/3/4/5) **	Risk Rating	Risk Mitigation	Residual Likelihood/Impact Scores
Cost Plans are inaccurate	Low	Executive Director	Finance Manager	Low: 2	Low: 2	4	Cost estimates have been based on previous projects and design quotes for Falmer. There can be a minor degree of flexibility in the design	Low



							to meet any budgetary pressure.	
Cashflow	Low	Executive Director	Finance Manager	Low: 2	Low: 2	2	The Sussex Innovation maintain a Cash Flow credit line with the University – so forward planning is closely monitored to ensure no operational issues.	Low
Inflationary costs and budget overrun	Low	Executive Director	Finance Manager	Very Low: 1	Low: 2	2	Projects are anticipated to be undertaken within the next six months, so we expect limited cost inflation.	Low
Project Team changes, loss of continuity and delay to process	Low	Executive Director	Finance Manager	Low: 2	Low: 2	4	Sussex Innovation has an experienced management team and well-established processes that can accommodate Project Team changes.	Low
Tight programme to meet timeframe ; key milestone dates not achieved	Medium	Executive Director	Facilities Manager	Low: 2	Low: 2	4	These are relatively simple fit-out projects within a well-established procurement	Low



							t process. Minor delays on individual items will not affect the overall scheme deliverability.	
Projects not completed on time	Medium	Executive Director	Facilities Manager	Low: 2	Low: 2	4	A realistic programme has been prepared for all stages of work. Allowance for procurement period has been discussed with the suppliers to ensure deliverability.	Low

OUTPUTS

- Please provide information about:
 - what the baseline value is for each output and its source;
 - how the baseline value was measured;
 - what the planned/anticipated value is for the output and reference this source; and
 - how the value will be measured after the scheme opens.

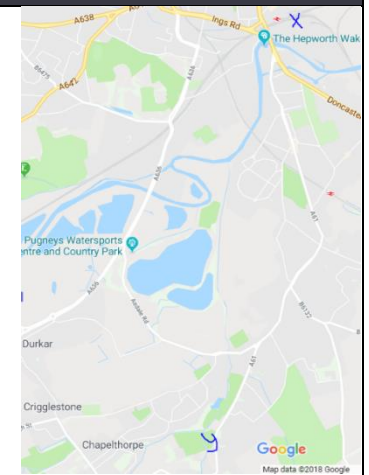


EXAMPLE							
ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OP1	Type of service improvement	Baseline	8 minutes from x to y by bus 11 in the morning peak hour	Through public timetable information	n/a	Timetable Bus 11 (March 2018)	March 2018
		Planned/ Anticipated	6 minutes from x to y by tram in the morning peak hour	Through public timetable information	Once after opening for One Year After Report	Full Business Case, p10	From scheme opening (July 2021)

Details: Method of Collecting Baseline Information

Public transport information from the latest bus timetable for service 11 was reviewed from stop X to Stop Y. The map shows where these locations are.

The cost of collecting this information was £0.



COMPLETE AND REPEAT FOR ALL OUTPUTS

ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OP1: Investment in enhanced hygiene facilities	Improving toilet facilities to include non-touch technology, sterile surfaces and clean air filters. Install clean air A/C unit in the centre and clean air filters in meeting rooms.	Baseline	Current facilities not COVID secure	Not available	Not available	List of tenants	July 2020
		Planned/ Anticipated	Full Business Case, p5	Use of facilities by business occupiers	Once after opening for One Year After Report	List of tenants	After Scheme is completed
Details: Method of Collecting Baseline Information							

ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OP2: Investment in technology and furniture	Refurbish meeting rooms with seating systems that facilitate social distancing. Invest in enhanced software and hardware equipment to allow for non-touch seamless facilities management and creating zoom rooms to generate	Baseline	Current facilities not COVID secure	Not available	Not available	List of tenants	July 2020
		Planned/ Anticipated	Full Business Case, p5	Use of facilities by business occupiers	Once after opening for One Year After Report	List of tenants	After Scheme is completed



	blended meeting environments for office and remote workers.						
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Details: Method of Collecting Baseline Information

ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OP3: Sustainable transport Investment	Creating six electric car charging points in the centre's parking and create a shower block to increase the number of staff cycling into work.	Baseline	Current facilities not suitable for the promotion of sustainable travel to work	Not available	Not available	Travel to work survey	July 2020
		Planned/ Anticipated	Full Business Case, p5	Use of facilities by business occupiers	Once after opening for One Year After Report	Travel to work survey	After Scheme is completed

Details: Method of Collecting Baseline Information

OUTCOMES

- Provide information about:
 - what the baseline value is for each outcome and its source;
 - how the baseline outcome value was measured;
 - what the planned/anticipated value is for the outcome and reference for this source; and
 - how the value will be measured after the scheme opens.



EXAMPLE							
ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OC1: Better Environment for local businesses	Jobs safeguarded and protected by the intervention	Baseline	180 jobs currently at the innovation centre but possibly at risk	Number of business occupiers based at the centre	n/a	Existing tenants	July 2020
		Planned / Anticipated	180 jobs safeguarded plus an additional 90 jobs	Number of business occupiers based at the centre	Once after opening and once for five years after opening report	Full Business Case, p22	After completing the scheme
Details: Method of Collecting Baseline Information							
Based on current business occupiers in the centre.							



COMPLETE AND REPEAT FOR ALL OUTCOMES

	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
OC2: Reduction in Carbon Emissions	Increase in the number of business occupiers using sustainable transport to commute into the centre.	Baseline	2 occupiers with electric cars commute to work. Cycling to work is very low with 10 occupiers cycling regularly and particularly in the summer	Travel to work Survey	n/a	Survey	July 2020
		Planned/ Anticipated	Estimate that 6 to 10 electric cars will be used for a daily commute. Estimate that occupiers that cycle to work will increase the frequency to an average 20 occupiers cycling to work on a daily basis and possibly even higher numbers in the summer months.	Travel to work Survey	Once after opening and once for five years after opening report	Survey	After completing the scheme
Details: Method of Collecting Baseline Information							
Travel to work survey.							

	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
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OC2		Baseline					
		Planned/ Anticipated					
Details: Method of Collecting Baseline Information							

...OC3, OC4 etc

IMPACTS – NOT RELEVANT DUE TO THE SCALE OF THE PROJECT

- Impacts are often not measurable but can be anecdotal or inferred. However, if they can be measured then an approach and budget should be allocated for this.
- They are a longer-term effect of the scheme being in place and often occur as a result of the outcomes.
- They would not be monitored or tracked beyond the Five Years After Opening Report.

EXAMPLE							
ID	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
IM1	Improved road safety	Baseline	14 slight 7 serious 2 killed	STATS 19 (Road Accident Statistics)	n/a	STATS 19	2020
		Planned/ Anticipated	General downwards trend in accidents	STATS 19 (Road Accident Statistics)	Annually	Full Business Case, p42	By 2026
Details: Method of Collecting Baseline Information							
Map STATS19 data and analyse results for key roads and junctions affected by reductions in traffic as a result of the scheme. This required 1 day of GIS time. STATS19 data was free to use.							

COMPLETE AND REPEAT FOR ALL IMPACTS

	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
IM1		Baseline					
		Planned/ Anticipated					
Details: Method of Collecting Baseline Information							

	Output Description		Value	Monitoring approach	Frequency of Tracking	Source	Date
IM2		Baseline					
		Planned/ Anticipated					
Details: Method of Collecting Baseline Information							



14. APPENDIX G - CATEGORIES OF EXEMPT INFORMATION

There is a clear public interest in publishing information and being open and transparent. But sometimes there is information which we can't publish because it would cause significant harm to the Council - for example by damaging a commercial deal or harming our position in a court case. Equally sometimes publishing information can harm someone who receives a service from us or one of our partners.

The law recognises this and allows us to place information in a confidential appendix if:

*(a) it falls within any of paragraphs 1 to 7 below; and
(b) in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.*

- 1. Information relating to any individual.*
- 2. Information which is likely to reveal the identity of an individual.*
- 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)*
- 4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.*
- 5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.*
- 6. Information which reveals that the authority proposes— (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.*
- 7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.*