

## **MARKET STREET AND BRIDGE STREET (TOWN CENTRE REGENERATION): COVERING NOTE**

This working proposal was created by the Town Centre Working Group for consideration by the Clay Cross Town Deal board on 24<sup>th</sup> September. It provides a snapshot view of the status of the project, the current hypotheses / working assumptions and the current plan to deliver the completed business case by Q4 2021.

Please note that all elements of this document are potentially subject to change, should that be necessary, and will be iterated further as required during the course of the business case creation.

### **Key Points to note:**

The Board should draw its attention to:

- **Potential changes in scope:** the Working Group is recommending the following changes to the original Town Investment Plan scope at this stage:
  1. **Scope and phasing of the proposed project:** proposals for the phased regeneration of Market Street and Bridge Street in the town centre are now being advanced as a single project (they were identified separately within the Town Investment Plan). This approach provides greater flexibility to support prioritisation as part of a coordinated investment plan within the budget parameters established through the TIP. The scope of the TF intervention will be determined by means of an option testing process, based on evaluation against critical success factors (including strategic alignment) prior to a full cost benefit analysis. This project links closely with the Clay Cross Connections project as there are dependencies between the projects. The WG covers both the Town Centre and Clay Cross Connections work.
  2. **Outputs:** based on initial demand and affordability assessments, it is envisaged that the level of outputs delivered through project will be lower than at the TIP stage. Further work is needed to determine achievable outputs within clear budget parameters.
  3. **Baseline evidence:** due to delays to the completion of the DCC transport model, there is a need to scope potential measures to ensure that proposals are appropriately evidence at this stage of design development. In addition, consideration should be given to commissioning early stage demand and feasibility testing in respect of proposals for a market offer in Clay Cross.
- **Key working assumptions:** no decisions have yet been taken but the chosen focus of the Working Group will be based on the above changes to scope unless the Town Board directs otherwise.

### **Recommendation:**

**That the Clay Cross Town Deal Board:**

- **notes the current detail and proposals contained within the document;**
- **notes the caveats therein and the potential for change in future iterations;**

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- **acknowledges the particular focuses that the Working Group has chosen, and;**
- **endorses the broad approach of the Working Group described in this paper and confirms their willingness to build the business case based on that approach at this stage.**

Should the approach be endorsed, the Working Group commits to returning with a further iteration to the next Town Deal board on (date to be confirmed) which will primarily focus on providing more detail around (i) Objectives and associated critical success factors for the project (ii) Option framework for intervention (long list options) (iii) Land assembly strategy (iv) Measures to provide connectivity aligned to Clay Connections work (v) Events and activities scoping plan for Clay Cross specifically the Market Square (vi) Stakeholder and Community engagement proposal. The Board is asked to minute, as part of this approval:

- any particular steer they wish the Working Group to pursue in advance of the next meeting, and;
- any specific detail they wish to see in the next iteration.

**Proposers & quality assurance**

The proposers of this document are the Working Group comprising:

- Gill Callingham, Chair of the Working Group (joint lead and joint ultimate author of this document)
- Maria Curran, Lead Officer (joint lead and joint ultimate author of this document)
- Other members of the Working Group (outlined below)

This document has been reviewed and quality assured by Karl Apps, Head of Economic Development, Regeneration and Housing Delivery, NEDDC based on this early stage of the proposal development, who deems this to be a reasonable and achievable proposal:

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**CLAY CROSS TOWNS FUND – BUSINESS CASE SCOPING PLAN**

1. Project name	<b>Market Street and Bridge Street (town centre regeneration)</b>
2. Project aim	<p><b>Summary aim of overall project:</b> To secure the regeneration of priority zones within Clay Cross town centre, supporting priority themes identified within the Town Investment Plan (TIP) to renew the towns heart and re-establish Clay Cross as a market town.</p> <p><b>Summary aim of current stage:</b> To develop concept proposals for a town centre regeneration scheme that support a Green book compliant business case for submission to the Clay Cross Town Board.</p>
3. Project description/ initial considerations	<ul style="list-style-type: none"> <li>• The town centre extends from Market Street in the south to the relatively modern Tesco development in the north, with the A61 comprising the western boundary. The town centre provides the main focal point for retail and associated uses within the town. Alongside customer service focused activities, workspace primarily comprises light industrial and trade units, with very limited office accommodation. There are a limited number of civic buildings within the town centre, including the Adult Education Centre. The leisure centre, hospital and library lie on the edge of centre.</li> <li>• Working with local communities, the Council has played a central role in promoting town centre regeneration over a number of years. In particular, the GMI led scheme delivered a Tesco superstore alongside small retail units and a health centre. The 2013 Regeneration Framework set out aspirations for the town, building upon an earlier 2006 vision prepared by Clay Cross Neighbourhood Partnership.</li> <li>• Re-establishing Clay Cross as a distinctive market town is a longstanding objective referenced in both the 2006 and 2013 framework. Building on these established frameworks, alongside the Clay Cross Feasibility Study Masterplan, a plan led approach was adopted in relation to the development proposals for the town centre at the TIP stage. A spatial strategy was identified as a framework, within which targeted investments would be advanced over a period of 10 years. This approach is consistent with the earlier regeneration frameworks, though the allocation of funding through TF provides a pathway to the delivery of the initial phases.</li> <li>• It is envisaged that the initial phases will advance mixed-use redevelopment of town centre sites to deliver an updated retail, commercial, leisure and residential offer, including a market square and events space. Proposals were outlined within the TIP in respect of identified zones (termed Market Street and Bridge Street). The scope of the proposals was based on high level visioning, having regard to available desk top information. The scope of the project will be subject to further review and option testing.</li> <li>• Town centre sites are subject to a complex array of freehold and leasehold interests. There are extensive public sector ownerships across the town centre, though in a number of instances these are subject to complex lease arrangements.</li> <li>• There is a need to consider existing infrastructure within the scope of on-site regeneration interventions. Alongside the bus station within the Market Street zone, there are opportunities to establish a more coherent</li> </ul>

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	<p>plan for highway and pedestrian connections across the town centre and wider environs. Proposals should align with a wider infrastructure plan for the town.</p>
4. Definitions	<ul style="list-style-type: none"> <li>• <b>Town Centre:</b> a boundary for the town centre is defined within the emerging Local Plan and Clay Cross Feasibility Study Masterplan Report (2020). Based on a review of existing policy objectives and studies, the Town Investment Plan defined two zones as a focus for targeted planning: <ul style="list-style-type: none"> <li>○ <i>Market Street zone</i> – extending from a Market Street frontage to the south to Harris Way in the north, with Bridge Street running along the western boundary. As defined in the TIP, this zone comprises a number of land parcels: (i) dated retail/business units to the south with on-site parking, (ii) the Bus Station running east to west in the centre, (iii) a more modern courtyard to the north, with small retail units and a health centre enclosing a council owned car park.</li> <li>○ <i>Bridge Street zone</i> – located to the west of Bridge Street, bounded by Harris Way to the north and Eldon Street to the south. A modern Aldi has been developed to the east of the site (with direct access to the A61). The zone is mixed and includes a range of manufacturing, residential and retail/trade counter premises, alongside a children’s playcentre.</li> </ul> </li> <li>• <b>Regeneration:</b> the comprehensive, plan led redevelopment of identified sites or zones in support of strategic objectives, identifying clear outputs that result in enhanced outcomes for the town as a whole or key identified target groups.</li> </ul>
5. TIP Stage Assumptions	<p>The proposals for the regeneration of the town centre were outlined in the TIP in two phases, with Phase 1 focusing on the Market Street zone and Phase 2 focusing on the Bridge Street zone. The assessment of each project was based on high level baseline analysis and scheme appraisal which included:</p> <ul style="list-style-type: none"> <li>• Market assessment – a high level review of demand for proposed town centre uses based on examination of relevant databases showing the take-up of commercial premises, sales rates and values supplemented by engagement with local agents and potential operators;</li> <li>• Supply analysis – a review of the existing development pipeline within Clay Cross and across a wider catchment;</li> <li>• Land ownership – a high level review of freehold ownerships and occupiers, focused on the assets of NEDDC and partners;</li> <li>• Site visit – review of current conditions including on-site assets, constraints and key issues for consideration;</li> <li>• Transport – an initial review of the existing highway network, public transport provision and car parking based on local observation and background data (including bus route information and data)</li> </ul> <p>Based on this information, a spatial strategy was developed for the town centre. Concept development proposals were outlined. Financial projections were outlined based on local market values, adopting standard cost rates. In the absence of detailed baseline data, the initial projections assume base land costs for private sector ownerships and do not make provision for abnormal development costs. The financial appraisal informed a preliminary assessment</p>

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of the total cost and value, with a provisional funding requirement identified in respect of a viability gap.

The TIP recorded the following assumptions in respect of these initiatives when submitted to CLG:

Market Street	Bridge Street
<p><i>“Mixed-use redevelopment for commercial, retail, leisure and residential purposes including a town square events space” pg.6, 11</i></p> <p><i>“Although previous Regeneration Frameworks for Clay Cross have promoted the regeneration of the heart of the town, a number of key objectives remain to be delivered – including the creation of a central space; improved traffic circulation on Eyre Street and Market Street; and the delivery of an attractive, walkable link between Market Street and the edge of centre retail area centred on Tesco” pg. 18</i></p> <p><i>“Within the town centre the focus will be to enliven Market Street, with the redevelopment of land to the north of Market Street, centred around a new market square and the creation of the Skills and Enterprise Hub and Creative Clay Cross immediately to the south.” pg.42</i></p> <p><i>“Phase 1 of mixed use town centre regeneration delivering homes, commercial premises and a market square within an enhanced environment” pg.45</i></p> <p><i>Rationale – “Creation of a square and event space addresses current lack of public space for events; Revitalisation of the Town Centre; Brings retail into the Town Centre; Re-use of vacant properties; Improved connectivity between Market St and commercial/retail development to the north – promoting linked trips, footfall and expenditure in the Town Centre; Market square to provide a focus for community activity, markets and events, increasing footfall, retention of spend and encouraging development of micro businesses; New housing meets need for lower cost affordable homes within the Town Centre.” Pg. 53</i></p> <p><i>Timescales – procurement Q2 2023; Delivery Q1 2025 pg. 66</i></p>	<p><i>“Redevelopment of land at Bridge Street to create a new mixed-use town centre and residential area, improving linkages between the heart of the town centre and adjacent retail areas” pg.6,11</i></p> <p><i>“Development and access improvements to the north of the town centre around Bridge Street will further strengthen the town centre but importantly create a link between the heart of the town centre and edge of centre development around Tesco” pg.42</i></p> <p><i>“Phase 2 of town centre regeneration, relocating bus station to support housing, leisure and commercial premises promoting enhanced connectivity” pg.45</i></p> <p><i>Rationale – “Improved linkages between heart of town centre and edge of centre retail areas; Re-use of underused land to create new homes and commercial opportunities – new activity, footfall and spend in the town centre; Scope to accommodate workspace, leisure uses close to the town centre, contributing towards retention of activity and spend; Potential to relocate the bus station to improve connectivity with the town.” Pg.53</i></p> <p><i>Timescales – procurement Q1 2024; Delivery Q2 2026 pg. 66</i></p>

Regard should also be had to the TIP2 document which sets out further detail in respect of the aims and assumptions at the point at which the Town Investment Plan was prepared.

The scope and scale of the projects will be subject to comprehensive review following the completion of more detailed baseline analysis for example in relation to need and demand, ownerships, site conditions and highways. This will inform option testing to ensure that the proposed scheme optimises value for money within an agreed funding envelope.

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6. Scope of Work	<p><b>Scope of the overall project:</b> comprehensive, plan-led investment to secure the regeneration of key sites in support of strategic objectives to re-establish Clay Cross as a market town and promote the creation of a more vibrant and attractive town centre. The proposals will support the assembly and clearance of low quality premises to enable the creation of a market square as a focus of events, surrounded by a market facing mix of modern retail, leisure, commercial and residential accommodation. The scale of the project will be determined by deliverability and affordability criteria having particular regard to market demand and land ownership criteria. The proposals will promote enhanced connectivity through the town centre, pending the preparation of a clear transport plan for Clay Cross town centre. It is highly likely that an experienced development partner will be sought to support the delivery of the strategic objectives for the project, subject to up-front investment to de-risk the opportunity.</p> <p><b>Scope of the current stage:</b> to deliver a HM Treasury Green Book compliant business case (using the template attached in Section 16) by Q1 2022. The business case will be prepared based on a project concept design developed to RIBA Stage 2, informed by relevant supporting investigations. The stage of design development will support a level of detail consistent with the Outline Business Case stage as set out within HMT guidance.<sup>1</sup> Supporting evidence should be appended to the business case and will be reviewed as part of the appraisal process. Within the scope of the business case commission, a range of supporting documentation will be prepared including:</p> <ul style="list-style-type: none"> <li>• Site ownership schedule and assembly strategy</li> <li>• Market demand assessment</li> <li>• RIBA 2 plans and concept designs</li> <li>• Cost assessments and financial appraisals</li> </ul> <p>It is assumed that design development will be advanced post allocation through the procurement of a delivery partner for the scheme.</p> <p>It is noted that allowance has not been made within the scope of the business case commission for the preparation of detailed transport plans (or associated baselining) or feasibility work associated with the creation and operation of a market.</p> <p>In addition, it is confirmed that additional inputs required to advance the project to an outline planning application will not be within the scope of the current stage, though the team will engage in pre-application discussions with planning officers.</p> <table border="1" data-bbox="456 1559 1402 1926"> <thead> <tr> <th>Section</th> <th>Description</th> <th>Evidence/source</th> </tr> </thead> <tbody> <tr> <td>Strategic case</td> <td> <ul style="list-style-type: none"> <li>• Case for change</li> <li>• Project stakeholders and details of consultation undertaken</li> <li>• Policy alignment</li> <li>• Proposed investment and Theory of change</li> <li>• Risks and dependencies</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>• Town Investment Plan</li> <li>• Market Demand Assessment</li> <li>• Risk register</li> <li>• Stakeholder engagement plan</li> </ul> </td> </tr> <tr> <td>Economic case</td> <td> <ul style="list-style-type: none"> <li>• Option scoping</li> <li>• Economic benefit assessment</li> <li>• Economic costs</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>• Option scoping and appraisal framework</li> </ul> </td> </tr> </tbody> </table>	Section	Description	Evidence/source	Strategic case	<ul style="list-style-type: none"> <li>• Case for change</li> <li>• Project stakeholders and details of consultation undertaken</li> <li>• Policy alignment</li> <li>• Proposed investment and Theory of change</li> <li>• Risks and dependencies</li> </ul>	<ul style="list-style-type: none"> <li>• Town Investment Plan</li> <li>• Market Demand Assessment</li> <li>• Risk register</li> <li>• Stakeholder engagement plan</li> </ul>	Economic case	<ul style="list-style-type: none"> <li>• Option scoping</li> <li>• Economic benefit assessment</li> <li>• Economic costs</li> </ul>	<ul style="list-style-type: none"> <li>• Option scoping and appraisal framework</li> </ul>
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<sup>1</sup> [Guide to developing the Project Business Case \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/guidance/developing-a-project-business-case)

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		<ul style="list-style-type: none"> <li>• Value for money</li> <li>• Sensitivity analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Cost Benefit Analysis technical note</li> </ul>
	Financial case	<ul style="list-style-type: none"> <li>• Project costs</li> <li>• Funding and revenue</li> <li>• Affordability analysis</li> <li>• Financial risks and implications</li> </ul>	<ul style="list-style-type: none"> <li>• Project cost plan</li> <li>• Financial appraisal</li> <li>• Match-funding commitments</li> </ul>
	Commercial case	<ul style="list-style-type: none"> <li>• Status and approvals</li> <li>• Procurement strategy</li> <li>• Commercial delivery plan</li> </ul>	<ul style="list-style-type: none"> <li>• Project delivery plan</li> <li>• Market demand assessment</li> </ul>
	Management case	<ul style="list-style-type: none"> <li>• Project governance</li> <li>• Assurance and compliance</li> <li>• Programme management</li> <li>• Risk management</li> <li>• Stakeholder engagement</li> <li>• Monitoring and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Project organogram</li> <li>• Subsidy control – legal opinion</li> <li>• Programme/Gantt Chart</li> <li>• Risk register</li> <li>• Communications plan</li> <li>• Monitoring and evaluation plan</li> </ul>
	Other supporting material		<ul style="list-style-type: none"> <li>• Project designs (RIBA2)</li> <li>• Site investigation report (desktop)</li> <li>• Building surveys</li> <li>• Planning statement and evidence of pre-app</li> <li>• Market feasibility study</li> <li>• Events/Activity plan</li> <li>• Letters of support</li> </ul>

Subject to approval, it is envisaged that the Council will use Towns Fund investment to progress procurement of delivery partner(s) for the proposed schemes.

7. Working Assumptions / Hypotheses	<ul style="list-style-type: none"> <li>• <b>Sites/ Zones:</b> no decisions have been made, the TIP advanced proposals for two phases of regeneration. While this remains the working assumption, based on an updated review of affordability, there may be a need to undertake a prioritisation exercise. Given its prominence, it is a working assumption that the Market Street site would be advanced as a priority, subject to further investigations.</li> <li>• <b>Scale of intervention:</b> alongside feasibility, the affordability of proposals will be a factor in determining the potential scale of intervention. The project scope outlined within the TIP was based on a visioning exercise. The scale and configuration of the proposals should respond to updated market and site investigations to ensure that the strategy provides a robust foundation for market engagement and delivery. It is noted that a shortlist of potential options will be evaluated to establish the preferred approach.</li> <li>• <b>Mix of activities:</b> initial market assessment has not identified market demand for commercial leisure activities within Clay Cross. There is expected to be demand for retail and food &amp; drink activities, alongside some town centre housing. Housing developers have identified demand within the town centre is for flats (to rent) and market sale small starter homes. The Council is to undertake a strategic housing assessment for the area to identify housing need.</li> <li>• <b>Land assembly:</b> the wider regeneration area includes a wide range of public and private interests. A clear strategy for land assembly,</li> </ul>
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	<p>decanting and relocation needs to be created. This needs to be informed by and consider the impact on scheme costs and should be aligned with the strategic comms plan</p> <ul style="list-style-type: none"> <li>• <b>Bus station:</b> the TIP outlined proposals for the relocation of the Bus Station. Based on strategic partner engagement, alongside initial affordability testing, there is a need to review and evaluate alternative options for the bus station, including for the improvement of the existing facility. Options will need to be appropriately scoped and appraised through the business case process.</li> <li>• <b>Strategic highway network:</b> issues associated with the existing highway network were identified as a priority issue for the local community through TIP stage consultation. DCC is preparing a detailed baseline model for Clay Cross which will provide the evidence for a transport plan for the town (including the town centre). However, this work has been delayed by the need to collect more data and it is not anticipated that baseline evidence (or a coherent and up-to-date transport plan) will be available within the timescales of the business plan. However, it is envisaged that project objectives will inform the scope of the transport plan and that proposals will be refined following business case approval, providing an opportunity to ensure alignment. This is aligned with the Clay Cross Connections work.</li> <li>• <b>Events and activities:</b> it is assumed that local partners will actively promote a programme of events and activities, focused around a new market square. It is envisaged that this will include market events. Further work should be commissioned to develop a strategy and test the feasibility of proposals for the re-introduction of a market in Clay Cross town centre.</li> <li>• <b>Delivery mechanisms:</b> no mechanism has yet been agreed, but it is envisaged that local partners will seek a private sector development partner to advance the delivery of the scheme, in accordance with agreed parameters. It is assumed that the development partner will secure commercial funding. This approach assumes that the Board and Council will advance up-front interventions to de-risk the development. This will include assembling the site and securing an outline planning consent.</li> <li>• <b>Monitoring and evaluation:</b> as an exemplar initiative, resource should be made available for effective monitoring, evaluation and the dissemination of best practice.</li> </ul>
8. Key dependencies	<p>The availability of an appropriate funding envelope to support the scale of intervention needed to catalyse change within Clay Cross town centre</p> <p>Securing the assembly of land interests through negotiated purchase or other arrangements (to be determined)</p> <p>Subject to detailed ground investigations</p> <p>Demonstrating the feasibility of a proposed market operation within Clay Cross town centre</p> <p>Aligning with strategic NEDDC strategies</p> <p>Preparing and submitting a satisfactory business case (and supporting evidence) within the timescales for TF allocations</p> <p>Aligning with an emerging transport plan for Clay Cross town centre</p>

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	<p>Securing planning approvals</p> <p>Identifying and securing a development partner (and private sector investment) on acceptable terms</p> <p>Securing investor/occupier demand for proposed scheme</p>																																												
<p>9. Outputs</p>	<p>The outputs and outcomes identified for each zone within the TIP are as follows:</p> <table border="1" data-bbox="456 477 1393 958"> <thead> <tr> <th>Indicator</th> <th>Market St</th> <th>Bridge St</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td><b>Outputs</b></td> <td></td> <td></td> <td></td> </tr> <tr> <td>New sustainable commercial floorspace (m<sup>2</sup>)</td> <td>3,100</td> <td>1,700</td> <td>4,800</td> </tr> <tr> <td>New sustainable homes</td> <td>40</td> <td>40</td> <td>80</td> </tr> <tr> <td>New or improved public realm (m<sup>2</sup>)</td> <td>5,000</td> <td>2,000</td> <td>7,000</td> </tr> <tr> <td>Land brought back into use (m<sup>2</sup>)</td> <td>2,500</td> <td>20,000</td> <td>22,500</td> </tr> <tr> <td>Enhanced linkages across town centre (m)</td> <td>-</td> <td>200</td> <td>200</td> </tr> <tr> <td><b>Outcomes</b></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Increased land values across the sites/wider town centre</td> <td></td> <td></td> <td>TBC</td> </tr> <tr> <td>Enhanced resident, business and visitor perceptions</td> <td></td> <td></td> <td>TBC</td> </tr> <tr> <td>Increased footfall</td> <td></td> <td></td> <td>TBC</td> </tr> </tbody> </table> <p>The scope of the town centre regeneration project and deliverable outputs will be subject to further appraisal informed by more detailed baseline analysis and viability testing.</p> <p>However, as required by MHGLG (following the submission of the Town Investment Plan and the 'in principle' funding award), the following mandatory outputs <u>must</u> be collected/ reported annually:</p> <ul style="list-style-type: none"> <li>• Monies spent directly on project delivery (either local authority or implementation partners)</li> <li>• Co-funding (£) committed (private and public)</li> <li>• Co-funding (£) spent on project delivery (private and public)</li> <li>• Number of temporary FT jobs supported during project implementation</li> <li>• Number of full-time equivalent (FTE) permanent jobs created through the projects <i>Target of 100no. from Bridge Street site</i></li> <li>• Number of full-time equivalent (FTE) permanent jobs safeguarded through the projects</li> <li>• New sustainable commercial floorspace <i>Target of 3,100 sqm on Market St &amp; 1,700 sqm on Bridge St</i></li> <li>• Number of residential units provided <i>Target of 80no. split evenly across both sites</i></li> <li>• Amount of public realm improved <i>Target of 5,000 sqm from Market St site &amp; 2,000 sqm from Bridge St site</i></li> <li>• Amount of rehabilitated land <i>Target of 2,500 sqm Market St site and 20,000sqm (2ha) Bridge St</i></li> </ul> <p>Projected outputs will continue to be reported to the Town Board as design development progresses.</p>	Indicator	Market St	Bridge St	Total	<b>Outputs</b>				New sustainable commercial floorspace (m <sup>2</sup> )	3,100	1,700	4,800	New sustainable homes	40	40	80	New or improved public realm (m <sup>2</sup> )	5,000	2,000	7,000	Land brought back into use (m <sup>2</sup> )	2,500	20,000	22,500	Enhanced linkages across town centre (m)	-	200	200	<b>Outcomes</b>				Increased land values across the sites/wider town centre			TBC	Enhanced resident, business and visitor perceptions			TBC	Increased footfall			TBC
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	<p>Potential outcomes will be scoped and estimated to inform the cost benefit analysis as part of a Green Book compliant option appraisal. Projections will be identified within a benefit realisation plan and aligned with the monitoring and evaluation plan prepared in respect of the proposed option.</p>																												
<p>10. Costs</p>	<p>An indicative cost profile was set out in respect of each scheme within the TIP.</p> <table border="1" data-bbox="454 392 1383 560"> <thead> <tr> <th></th> <th></th> <th colspan="2">Market St</th> <th colspan="2">Bridge St</th> <th></th> </tr> <tr> <th>(£million)</th> <th>2021/22</th> <th>2022/23</th> <th>2023/24</th> <th>2024/25</th> <th>2025/26</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Towns Fund</td> <td></td> <td>2.0</td> <td>2.0</td> <td>2.5</td> <td>2.5</td> <td>9.0</td> </tr> <tr> <td>Match/co-funding</td> <td></td> <td>1</td> <td>10</td> <td>4.5</td> <td>4</td> <td>19.5</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>• <b>Business case stage costs:</b> at this stage it is not anticipated that further drawdown of funding will be required to fund the business case. The proposals will need to be supported by robust evidence and resource has been allocated within the business case procurement for concept design development to RIBA 2. As highlighted elsewhere, there is considered to be a strong case for securing additional supporting evidence in relation to: (i) the existing highway network and transport infrastructure, (ii) the feasibility of a proposed market operation, and (iii) establishing a strategy for events and activities to build demand for leisure and related uses. These elements lie outside of the business case scope.</li> <li>• <b>Public sector match funding:</b> indicative financial appraisals (based on standard benchmark rates for land and construction costs) at the TIP stage identified a total public sector funding requirement of £11.5 million, including £2.5 million of other public funding. The source of this funding was not explicitly stated at the TIP stage, reflecting the early concept nature of the proposals. Potential opportunities to secure match funding (including land assets and in-kind contributions) to support strategic regeneration objectives will continue to be reviewed.</li> <li>• <b>Private sector match funding:</b> the estimate of private sector match (£17 million) was informed by a high level estimate of scheme value, assuming a partner led delivery strategy. This will continue to be evaluated as proposals are refined, informed by the site and market analyses.</li> <li>• <b>Cost profile:</b> the profile outlined above has been pushed back a year to allow for the time required to advance the scheme to business case. Subject to further project scoping, it is envisaged that the profile of expenditure will continue to be refined, with investment in the initial period linked to land assembly and the creation of a development platform.</li> </ul> <p>The financial profile will continue to be reviewed and re-evaluated in light of scoping and site appraisal plan.</p>			Market St		Bridge St			(£million)	2021/22	2022/23	2023/24	2024/25	2025/26	Total	Towns Fund		2.0	2.0	2.5	2.5	9.0	Match/co-funding		1	10	4.5	4	19.5
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## 11. Teams Roles

### Business Case team:

Partner	Lead	Role
AMION:	Peter Alford and Graham Russell	Coordinate business case and manage the project team Lead option scoping and long-list appraisal Cost benefit analysis for shortlisted project options Lead drafting the business case
NEDDC:	Karl Apps, Project Director	Team coordination Support land assembly strategy Commission additional research needed to inform the business case Working Group and wider stakeholder engagement
	Maria Curran	PMO & regeneration support
	Tony Kimber Interim Head of Property	Support land assembly strategy
Buttress:	Martin Kirkpatrick	Site appraisal work – desk top review Coordinate baseline work Masterplan – option development
Thomas Lister:	Rachel Lister	Market assessment Prepare initial ownership schedule and liaise with site owners/occupiers Financial appraisal of proposals Engagement with development partners
Edge:	Geoff Tinsley	Cost assessment
Ramboll:	Ed Kerr	Strategic advice in relation to infrastructure and transport
Nexus:	Pete Tooher	Planning strategy Partner engagement / coordination

### Wider project team

Partner	Lead	Role
NEDDC Economic Development	Gill Callingham	SRO/Chair
	Bryan Harrison	Regeneration & urban design support Link with other WGs
NEDDC Planning	Adrian Kirkham Graeme Cooper Helen Fairfax	Guide planning strategy for scheme Wider planning framework for Clay Cross town centre
DCC Highways and transport	Chris Hegarty Ian Turkington Dean Jones	Highway and transport survey data Bus Station relocation Active travel data for Clay Cross Guide project scoping
Stagecoach Yorkshire	John Young Commercial Director	Bus Station, bus journey times and operational issues
NEDDC/DCC Estates	Gareth Harper Jo Hollick	Baseline data for NEDDC / DCC assets Occupier relocation/decant strategy

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	NEDDC Finance	Jayne Dethick S151 Officer	Overview of financial proposals Confirmation of match-funding (cash, assets, in-kind)																																			
	NEDDC/DCC procurement & legal services	Sandy Williams, Joan Talbot and Cory Walters	Procurement and compliance Subsidy control advice																																			
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Workplan	<p>Outputs and Timeline:</p> <table border="1"> <thead> <tr> <th>Task</th> <th>Date</th> <th>Lead/role/responsibilities</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Site ownership schedule</td> <td>July 21</td> <td> <ul style="list-style-type: none"> <li>Review of baseline information and updated analysis using on-line resources - TL</li> </ul> </td> </tr> <tr> <td>July 21</td> <td> <ul style="list-style-type: none"> <li>Land registry data - NEDDC</li> </ul> </td> </tr> <tr> <td rowspan="2">Market assessment – Demand analysis</td> <td>August 21</td> <td> <ul style="list-style-type: none"> <li>Updated market assessment report including schedule of key issues for option scoping – TL (complete)</li> </ul> </td> </tr> <tr> <td>Aug – Sept 21</td> <td> <ul style="list-style-type: none"> <li>Initial soft market testing with potential delivery partners – TL (on-going)</li> </ul> </td> </tr> <tr> <td>Initial scoping appraisal</td> <td>August - Sept 21</td> <td> <ul style="list-style-type: none"> <li>Review of cost and value assumptions underpinning indicative proposals set out within the Town Investment Plan - 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			<ul style="list-style-type: none"> <li>• CPO process overview – Nexus/TL</li> </ul>	
	Draft Strategic Case	Oct 21	<ul style="list-style-type: none"> <li>• Draft section circulated for comment – AMION</li> </ul>	
	Project plans - RIBA 2 concept (first draft) and option scoping	Nov 21	<ul style="list-style-type: none"> <li>• RIBA 2 plans for preferred option</li> <li>• Basic plans for alternative intervention options</li> <li>• Develop the short-list of options in parallel with the design process – AMION/team</li> <li>• Scope delivery options – TL/wider team</li> <li>• Assume further rounds of updates following engagement/financial appraisal</li> </ul>	
	Initial Cost plan	Nov 21	<ul style="list-style-type: none"> <li>• Draft cost plans for preferred and alternative options - Edge</li> </ul>	
	Engagement	Nov 21	<ul style="list-style-type: none"> <li>• Consultation with local stakeholders/community – Nexus</li> <li>• Market testing – TL</li> </ul>	
	Financial appraisal	Nov 21	<ul style="list-style-type: none"> <li>• Development appraisals for preferred and alternative options – TL</li> <li>• Funding strategy and appraisal – TL/AMION</li> </ul>	
	Project plans - RIBA 2 concept (amended draft) and option scoping	Dec 21	<ul style="list-style-type: none"> <li>• Further updates following engagement/ financial appraisal, concluding with recommended preferred option.</li> <li>• Update short-list of options and identify a preferred option in parallel with the design process</li> </ul>	
	WG consideration of options and preferred option	Dec 21	<ul style="list-style-type: none"> <li>• NEDDC/AMION/ Buttress</li> </ul>	
	Board Approval of preferred option	Jan 21	<ul style="list-style-type: none"> <li>• NEDDC</li> </ul>	
	Draft Economic Case	Dec – Jan 22	<ul style="list-style-type: none"> <li>• Cost benefit analysis – AMION</li> <li>• Draft economic case circulated for comment - AMION</li> </ul>	
	Project delivery plan	Dec – Jan 22	<ul style="list-style-type: none"> <li>• Outline procurement strategy – NEDDC/AMION &amp; TL</li> <li>• Project delivery plan – NEDDC/AMION</li> <li>• Risk management plan – NEDDC</li> </ul>	
	Draft Management Case	Dec 21	<ul style="list-style-type: none"> <li>• Draft section circulated for comment – NEDDC/AMION</li> </ul>	
	Draft Commercial Case	Dec 21	<ul style="list-style-type: none"> <li>• Draft section circulated for comment - AMION based on PDP</li> </ul>	
	Draft Financial Case	Dec 21	<ul style="list-style-type: none"> <li>• Draft section circulated for comment – AMION/TL</li> </ul>	
	Draft Business Case WG Check & Challenge	Jan 22	<ul style="list-style-type: none"> <li>• Present Draft Business Case for approval &amp; recommendation to Board</li> </ul>	
	Final Business Case	Jan 22	<ul style="list-style-type: none"> <li>• AMION</li> </ul>	
	Business Case Assurance	Jan 22	<ul style="list-style-type: none"> <li>• NEDDC</li> </ul>	
	Board Approval	TBC	<ul style="list-style-type: none"> <li>• NEDDC</li> </ul>	
13. Risk	Key risks drawn from the outline risk register:			
	<b>Risk name</b>	<b>Description</b>	<b>Rating</b>	<b>Mitigations</b>
	Business objectives	Failure to define and meet clear objectives	Medium /High	<ul style="list-style-type: none"> <li>• Agree clear objectives at an early stage in the option scoping process</li> </ul>
				<b>Status</b>
				Open

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		for the project aligned to the TIP		<ul style="list-style-type: none"> <li>Set a clear design brief in light of updated baseline</li> </ul>	
	Land ownerships	Risk that the Council is unable to identify / secure third party interests needed for redevelopment	High	<ul style="list-style-type: none"> <li>Prepare a schedule of interests for the site, identifying owner/title information</li> <li>Develop a clear engagement and land assembly strategy</li> <li>Develop occupier relocation strategy</li> <li>Consider CPO</li> </ul>	Open
	Land acquisition	Risk that purchase and compensation costs are not affordable within the scope of the funding allocation	High	<ul style="list-style-type: none"> <li>Carry out appropriate valuations to inform budget appraisal</li> <li>Proactive engagement to understand value expectation</li> </ul>	Open
	Highways	Risk that the impact on highways/ transport is deemed to be unacceptable. Time needed to undertake further studies takes longer than anticipated and delays the options stage.	High	<ul style="list-style-type: none"> <li>Establish highways technical Task &amp; Finish Group and clearly defined Terms of Reference as a priority.</li> <li>Review existing baseline information to confirm assessment of need and commission further transport survey work to better inform the baseline and likely cost of options.</li> <li>Design brief to include for use of appropriate tools (e.g. Early Assessment &amp; Sifting Tool [EAST]) to provide relevant, high level information to help form an early view of how options perform and compare.</li> <li>High-level transport/ junction modelling of short-listed options to better understand impact</li> </ul>	Open
	Planning	Risk that the scheme proposals do not secure planning consent	Medium /High	<ul style="list-style-type: none"> <li>Prepare a clear planning strategy for the scheme</li> <li>Early engagement with planners</li> </ul>	Open
	Ground conditions	The risk that ground conditions / services may restrict development or increase costs	High	<ul style="list-style-type: none"> <li>A phase/stage 1 environmental survey will need to be instructed to assess these risks</li> </ul>	Open
	Viability challenges	The risk that the level of funding secured through TF is insufficient to address the scale of the viability gap	High	<ul style="list-style-type: none"> <li>Progress project cost refinement</li> <li>Option testing</li> <li>Engagement with potential partners</li> </ul>	Open

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	Match funding	The risk that that level of match funding is insufficient to support the objectives for the site	High	<ul style="list-style-type: none"> <li>Capacity for NEDDC funding to be explored</li> <li>Engagement with funding and delivery partners to be carried out</li> <li>Funding strategy to be prepared</li> </ul>	Open
14. Comms / consultation	<ul style="list-style-type: none"> <li><b>Communication assumption:</b> A clear plan for communications will be critical for this project given sensitivities around: <ul style="list-style-type: none"> <li>the prominence of the scheme in previous rounds of communication;</li> <li>community feedback in consultation undertaken to date identifying town centre regeneration as a strategic priority;</li> <li>sensitivities relating to third party interests;</li> <li>the potential delivery strategy, under which a private sector partner would be procured to develop detailed plans for the scheme.</li> </ul> The approach to communications will need to be clear from the outset, highlighting the strategic objectives and scope of the project. The approach should ensure that the risk of misalignment of expectations within the community is minimised. </li> <li><b>Consultation assumption:</b> a two stage community consultation process was undertaken to inform the development of the TIP. The Working Group has highlighted the importance of sustaining community consultation. Reflecting the points outlined above, the focus of community consultation at this stage should be around strategic objectives and scope. Targeted stakeholder consultation is progressing, focused around soft-market testing and engagement with landowners.</li> </ul>				
15. Assumed Business As Usual Status (BAU)	<ul style="list-style-type: none"> <li>The BAU case assumes that strategic regeneration will not take place in the short to medium term in the absence of intervention. Development and refurbishment projects within the town centre will be advanced on a piecemeal basis, subject to market investment. Given the declining condition of town centre assets, alongside strategic challenges within key market sectors, it is envisaged that this will result in the ongoing deterioration of the traditional town centre (A61 corridor and Market Street). Over time, it is envisaged that sites will be advanced for residential led development.</li> </ul>				
16. Business Case stage deliverable	 <p>Clay Cross Business Case Template.docx</p>				

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