

Agenda Item 5

Blackpool Town Deal Board 1st May 2020

Blackpool Town Investment Plan - Proposed Work Plan

1 Introduction

This Paper sets out the proposed work programme to develop the Blackpool Town Investment Plan. It is based on the *Developing the Town Investment Plan* Paper agreed by the Blackpool Town Deal Board at its second meeting on 27th March 2020, although as noted in that document, the approach will need to be reviewed when further Government guidance is issued.

As agreed at the initial Blackpool Town Deal Board on 27th February 2020, the refreshed Blackpool Town Prospectus will provide the vision and strategic framework for the Investment Plan, with the Plan setting out details of the Investment Programme and how it will be delivered.

The second Board meeting agreed that the proposed Investment Plan structure would include the following content:

- Context;
- Vision and Objectives;
- Progress to Date;
- Investment Programme; and
- Process and Implementation Arrangements.

Based on an analysis of the alignment of the existing Town Prospectus themes and the Government's objectives and focus for the Towns Fund, the proposed structure of the Investment Programme (ahead of the further guidance) was agreed by the Board to be as follows:

- Place (including housing);
- Economy and Enterprise;
- Skills and Education;

- Communities and Health; and
- Infrastructure and Environment.

The approach underway to develop the Investment Plan comprises the following six stages:

- stakeholder engagement;
- contextual review;
- mapping existing activities;
- vision;
- project development and review; and
- draft and final reporting.

The approach to achieving effective engagement is being discussed and developed separately. Meetings have been held with community sector representatives and a brief has been prepared to commission support. This Paper sets out details of the proposed approach to the remaining stages.

2. Context

The contextual analyses will involve the assembly and analysis of data and evidence setting out the challenges and opportunities facing Blackpool structured by Investment Programme theme. This will be based on published data including that available from the Office for National Statistics (ONS), together with local primary and secondary source information. This work is well underway and due to be completed by the week commencing 18th May 2020.

The contextual evidence base information will form a data appendix to the Investment Plan. A summary assessment will be prepared for inclusion in main body of the Plan.

3. Vision

The overall vision will be taken from the updated Blackpool Town Prospectus. SMART objectives will be defined for each Investment Plan theme, with target outcomes specified for the next ten years.

An updated draft of the Prospectus is being prepared. There will need to be a clear alignment between this and the Town Investment Plan.

4. Progress to Date

A review will be undertaken of recent (completed in say the last three years), current and committed future major (capital and revenue) projects and programmes by the private, public and third sector. Major projects will include those over £3 million capital and £0.5 million revenue or those that are key for local/strategic reasons. The projects will be structured by theme.

A summary project template will be used (see Appendix A) to present this information, based on a simplified version of that utilised for the Future High Street Fund (FHSF). The tables in Appendix A are draft and will need to be augmented and tidied up. The main body of the Investment Plan will include summary tables and commentary by theme. A summary map will also be prepared showing the location of these interventions. The completed tables will form an Appendix to the Plan

5. Investment Programme

The proposed projects and other interventions (such as increased local powers) will also be set out using a summary template based on the FHSF format (see Appendix B). The current content of these are a work in progress and are drawn from the previous Board Paper on *Developing the Town Investment Plan*. The Board will need to consider whether there are any strategic projects that are not covered in here or which may be emerging from the refreshed Town Prospectus. In addition, constraints and dependencies will be identified.

The Town Investment Plan is an overall piece of work from which priority projects for calls on Towns Fund investment will need to be assessed against the Towns Fund guidance and the HM Treasury Green Book¹ requirements. For those projects identified for Towns Fund investment additional information will be provided in the form of detailed project pro-formas (again based on those used for FHSF for consistency – see Appendix C) to demonstrate strategic fit, value for money and deliverability. By developing project specific analyses, the overall structure of the Investment Plan can be easily amended if required following the further guidance from Government.

Logic chains will be prepared by theme and a summary of the proposed package of interventions prepared for inclusion in the main Investment Plan report. In addition, spreadsheet programme models will be developed setting out by project/intervention, theme and overall:

¹ HM Treasury (2018), The Green Book: Central Government Guidance on Appraisal and Evaluation

- financial data (capital and revenue);
- outputs; and
- economic analyses (economic costs, economic benefits and 'high level' value for money).

6. Implementation Arrangements

Sections will be drafted summarising the following:

- Details of Governance and Accountable Body arrangements
- Programme management arrangements
- Delivery plans for key projects
- Risk register
- Benefit realisation
- Monitoring and evaluation arrangements

AMION Consulting
24th April 2020

APPENDIX A: RECENT AND CURRENT MAJOR PROJECTS (DRAFT)

Investment Theme 1: Place									
Project	Short description	Lead organisations	Key benefits	Funding			Timescale		Comments
				Public	Private	Total	Start	Finish	
Quality Corridors	The Quality Corridors project was approved in September 2016 and aims to transform key gateways and streets in Blackpool town centre through highway and public realm renewal and an associated commercial property improvement scheme.	Blackpool Council Lancashire Economic Partnership	12,940sqm - Replacement carriageway to be laid 118,24sqm Replacement footways material 5 Properties purchased 32 Shop front improvements 104 FTE jobs created £3.4m Net GVA by 2021/22 25% Reduction in retail voids by 2021/22 (18.6% void baseline) 10% Increased trade by 2021/22	£7,841,340 (£7.050m LEP Growth Deal + £791,340 Blackpool Council)	-	£7,841,340 (£7.050m LEP Growth Deal + £791,340 Blackpool Council)	Sept 16 (scheme approval date)	March 2021	
Blackpool Central	Blackpool Central will represent the biggest single investment in Blackpool for more than a century and is central to Blackpool's regeneration ambitions. A £300m private investment featuring a range of indoor attractions includes new hotels, restaurants, a food market, an event space, residential apartments and multi-storey parking.	Blackpool Council Nikal Media Invest Entertainments	Up to 1000 new jobs created; An additional 600,000 visitors; Increased annual spend £75m; 150 new residential apartments; Increase business rates and Council Tax;	To be determined	£300m	£300m	2021	2029	

Project	Short description	Lead organisations	Key benefits	Funding			Timescale		Comments	
				Public	Private	Total	Start	Finish		
Aquacomms	<ul style="list-style-type: none"> Multi-million-pound investment by Aqua Comms – connecting Blackpool to a global subsea fibre internet cable network with <64 milliseconds to New York and carrying up to 1/3 of the world’s internet traffic between USA & Northern Europe 	Aquacomms	Fastest, most resilient internet connection worldwide		tbc					
Talbot Gateway Phase 1	<ul style="list-style-type: none"> Completion of the £80m, Phase 1, Talbot Gateway Central Business District which has so far included the successful delivery of 1.1million sq ft of development, BREEAM excellent Grade A offices anchored by a flagship 120,000 sq ft Sainsbury’s foodstore with 300 space car park, 100,000 sq ft office space, 27,000 sq ft retail space, award winning 650 space refurbished multi-storey car park, £6m highways works, new roundabout and 300 space surface car park, upgrades to Blackpool North train station and new interchange and public realm. 	Blackpool Council Muse	See description	£80m			2014	2017		
Talbot Gateway Phase 2	<ul style="list-style-type: none"> Talbot Gateway Phase 2 is already underway to improve transport links with a new £23.4m tramway extension connecting directly with the train station via a new underpass, the promenade and visitor leisure attractions. A 144 bedroom 4 star Holiday Inn and restaurant will be built following the demolition of the wilko store and will be open early 2022, employing over 100 people. An announcement on the contractor for the £17m hotel is expected May 2020. Work on the tramway is largely complete 	Blackpool Council Muse	See description	£100m			£100m	April 18	Ongoing	

Project	Short description	Lead organisations	Key benefits	Funding			Timescale		Comments
Winter Gardens Conference Centre	<ul style="list-style-type: none"> Construction of £26m conference centre extension of The Winter Gardens is well underway and will bring a wide range of new, year-round conference business to the town. With an overall capacity of 7,000 delegates it will benefit from high-tech, modern exhibition facilities, break out rooms, refreshment areas and links with the existing Opera House and Empress Ballroom. 	Blackpool Council LEP	See description	£26M	-	£26M	2018	2021	
Houndshell Shopping Centre	<ul style="list-style-type: none"> Blackpool Council acquired the Houndshell Shopping Centre in November 2019 to catalyse regeneration of Blackpool's retail core. The acquisition secures the future of the centre and facilitate investment in a £19m phase 2 development including a new premium format cinema complex and two new restaurants for a boost to the night time economy (subject to funding from Future High Street Fund - FHSF). 	Blackpool Council	See description	£46M Phase 2 £19m	-	£46M £19m	Nov 19	Ongoing Bid June 2020	FHSF approval awaited
Premier Inn Talbot Road	<ul style="list-style-type: none"> New 150 bedroom 3 star hotel in Blackpool Town Centre 	Premier Inn	6721sqm 150 bedrooms	-	£7.1M	£7.1M	September 2018	May 2020	
Boulevard Hotel	<ul style="list-style-type: none"> Blackpool Pleasure Beach opened the 4* Ocean Boulevard Hotel in 2019. The hotel is the sister hotel to the Big Blue Hotel both located right next to the famous Blackpool Pleasure Beach. 	Blackpool Pleasure Beach Blackpool Council	120 rooms including 8 suites		£12M	£12M	Complete 2019		
Hampton By Hilton Hotel	<ul style="list-style-type: none"> 3 star 130 bedroom hotel on Blackpool Promenade 	Hampton by Hilton Blackpool Council	130 rooms with potential to rise to 204		£8.5m	£8.5m	Complete		
The Sands Hotel	<ul style="list-style-type: none"> The Sands Hotel on Blackpool Promenade is currently subject to £20m of investment to create the resorts first 5* Hotel and Spa with Blackpool museum occupying the first floor. It is anticipated that the new hotel will employ 100 people year-round. 	Coolsilk	Xx beds and 100 jobs	-	£20m	£20m	Ongoing		

Project	Short description	Lead organisations	Key benefits	Funding			Timescale		Comments
Blackpool Museum: 'Showtown'	<ul style="list-style-type: none"> Blackpool's Museum 'Showtown' will provide an all year round visitor attraction and a full immersive family friendly experience. 	Blackpool Council Lancashire LEP	40 FTE jobs & 296,000 additional visits a year	£13m	-	£13m	2019	2021	
Access Fylde Coast Project	<ul style="list-style-type: none"> £985,000 Coastal Community Funding to support the delivery of a major transformation of the overarching welcome offer, product range and experience of the Fylde Coast to visitors & local people with disabilities/accessibility issues. Delivery of face to face and online disability awareness training courses to 400 local business employees/locals, raising their knowledge and ability to support people with disabilities. The creation of 25 trained "Access Guides" volunteering opportunities, which will assist visitors based in key locations e.g. at TICs and at events (through buddying) , providing much needed confidence and support. Student placements x2 Deliver 500 business accessibility audits across the Fylde Coast Deliver accessibility enhancements to existing events across the Fylde Coast and deliver a range of high profile new events Create an interpreted location triggered trail App, linked cost-effectively to the existing Blackpool Transport Travel App 	Disability First Blackpool, Fylde and Wyre Councils Marketing Lancashire Blackpool Transport, Sandcastle etc	4.7 FTE Direct jobs, 145 gross additional indirect jobs, Supporting 500 businesses through audits, 425 local people receiving skills training, 277,500 additional visitors £14.8m of new visitor expenditure providing an additional £3.1m GVA over 3 years.	£985,222	-	£985,222	2018	Dec 2020	
	<ul style="list-style-type: none"> 								

Project	Short description	Lead organisations	Key benefits	Funding			Timescale		Comments
Blackpool High Street Heritage Action Zone	<ul style="list-style-type: none"> The High Street Action Zones Programme aims “to help make high streets more successful by using heritage as a catalyst for wider economic and social regeneration”. The Blackpool HAZ will provide a tailored response to the economic, social and environmental needs of Blackpool Town Centre. The HAZ will achieve this through proposals to showcase the cultural activities within the Grade II* listed Grand Theatre and Grade II* listed Winter Gardens, the latter on the ‘at risk’ register, bringing them out into the public realm, increasing footfall via engaging with and inspiring local communities and visitors. Visual improvements to both historic buildings will make the town centre more appealing for the local community and enhance the heritage assets by introducing high quality, replacements for poorer quality historic intervention to enhance the experience offered and encourage longer dwell times, boosting footfall and improving business income. 	Blackpool Council Historic England Blackpool Winter Gardens Grand Theatre	See description	£1.2M		£1.3m	April 2020	April 2024	
	<ul style="list-style-type: none"> 								

Project	Short description	Lead organisations	Key benefits	Funding			Timescale		Comments
Foxhall Village, Blackpool (Housing)	<ul style="list-style-type: none"> Complex development of brownfield land for 410 new homes, consisting of land assembly, demolition, decontamination and infrastructure works. 79 affordable rent homes, with mix of shared ownership (approx 30 units) and market sale homes (approx 79 units) - to date 199 units occupied. Market making in one of the most deprived neighbourhoods in the country. Significant change - multi-award winning scheme. Development currently stalled due to contractor administration 	<p>Blackpool Council</p> <p>Private sector investment</p> <p>Homes England</p>	.	Mix of Homes England Grant, Public and Private	£50m (estimate)	2013	On-going		
Queens Park Estate Development (Housing)	<ul style="list-style-type: none"> Demolition of 495 flats and maisonettes in 5 tower blocks and 12 blocks of deck access flats and construction of 191 high quality family homes for affordable rent Area regeneration, removal of cluster of problematic and poor quality properties. Improved amenity space. Multi-award winning scheme. 	<p>Blackpool Council</p> <p>Homes England</p> <p>Blackpool Housing Company</p>	See description	£3.3m Homes England grant, Balance - Blackpool Council via HRA	-	Phase 1 £13.24m Phase 2 £13.22m £600k to improve Layton Recreation Ground	2013	2020	- all homes complete. Highway and greenspaces to be completed
Troutbeck Crescent development. (Housing)	<ul style="list-style-type: none"> Demolition of 81 flats and bedsits and redevelopment with 75 high quality family homes for affordable rent. Removal of sub-standard and problematic properties. Gateway development 	<p>Blackpool Council</p> <p>Homes England</p> <p>Blackpool Housing Company</p>	See description	£2.725m Homes England grant Balance - Blackpool Council via HRA..	-	£12.5m ongoing	2018	ongoing	

Investment Theme 2: Economy and Enterprise									
Project	Short description	Lead organisations	Key benefits	Funding			Timescale		Comments
				Public	Private	Total	Start	Finish	
Blackpool Enterprise Zone & Airport	<ul style="list-style-type: none"> Blackpool Airport Enterprise Zone, one of the largest in the UK, was established in 2016 and over its 25 year lifespan it will transform the Blackpool and Fylde Coast economic base, positioning itself as a premier business location in the North West. Blackpool Council as the accountable body and the majority landowner, has allocated £28.8m over the first three years to deliver essential infrastructure to help unlock sites, kick start development and attract investment to meet increasing occupier demand. Blackpool Airport is a strategic part of the development plans. Over £1m has been invested in essential operational facilities since Blackpool Council purchased the airport in September 2018. The council is committed to securing the airport's future as a key NW strategic transport hub, building a strong sustainable aviation future and creating long term, skilled jobs for the local community. 	Blackpool Council	The project will help create up to 5,000 new jobs attract in excess of £300m of private sector investment provide enabling infrastructure of c. £70m convert or build up to 260,000 sqm commercial/employment space attract up to 140 new businesses	£28.8m	£300m	£328.8m	2016	2041	

INVESTMENT THEME 3: Skills and Education

Project	Short description	Lead organisations	Key benefits	Funding			Timescale		Comments
				Public	Private	Total	Start	Finish	
Individual Placement and Support (IPS) – Drug and Alcohol Trial	<ul style="list-style-type: none"> In response the recommendations in Dame Carol Black’s Report into the employment levels of those in drug and alcohol recovery services in 2016, Public Health England commissioned 7 national Randomised Control Trials (RTC) to test the theory that use of the IPS model of employment support with this cohort would improve employment outcomes for service users. As the programme is a research trial there are no performance targets and clients referred onto the employment support programme are then randomised into either the Participant Group (receive drug and alcohol treatment plus employment support) or the Control Group (receive drug and alcohol treatment only). There is eligibility criteria for the programme; clients must be in treatment and must not have worked in the last 6 months. The Blackpool trial was initially commissioned for 2 years (RTC period) but has since been extended for a further 6 months (non RTC period). Employment Advisers are seconded to Blackpool’s commissioned drug and alcohol recovery service (Horizon service delivered by Delphi Medical) to work with service users to support them to move into paid work. 	Public Health England	<p>Participants receive individual, personalised support from a named Employment Adviser for up to 9 months. We are able to fund ‘back-to-work’ costs for clients, help them to access local training, work with local recruiting employers, and broker unpaid work placements through our Chance2Shine initiative.</p> <p>Outcomes to 31st March 2020: Referrals to the programme = 438 Eligible for programme and attached = 193 Participant group total = 109 Control group total = 84 Job starts = 38 (35%)</p>	£361,000	-	£361k	April 2018	Sept 2020	

Project	Short description	Lead organisations	Key benefits	Funding			Timescale		Comments
				Public	Private	Total	Start	Finish	
Journey2Work	<ul style="list-style-type: none"> A DWP/ESF funded national programme delivered to Fylde Coast residents. Payment By Results with a target number of 'starts' on programme and subsequent employment targets of 36% sustaining work for 13 weeks and 32% sustaining work for 26 weeks. Voluntary programme which supports those who have at least one barrier to finding work. Clients receive individual, personalised support from a named Employment Adviser for up to 12 months. Able to fund 'back-to-work' costs for clients, help them access local training, work with local recruiting employers, and broker unpaid work placements through Chance2Shine initiative. Clients receive in work support for 6 months. 	G4S	Performance to 31 st March 2020: Starts Target 418 Achieved 562 = 134% 13 weeks sustained Target 158 Achieved 182 = 115% 26 weeks sustained Target 108 Achieved 121 = 112%.	100%	-	Income to date £438k	Feb 2017	Dec 2020	
More Positive together	Information being collated by Blackpool Coastal Housing – to follow	Blackpool Council							
Blackpool Opportunity Areas	Blackpool is one of 12 opportunity areas launched by the government to raise education standards locally. The aim is to provide every child and young person in the area with the chance to reach their full potential in life. The opportunity areas are identified as social mobility 'coldspots'. The programme includes 3 priority focused areas including raising attainment in Blackpool's schools, supporting vulnerable children to stay in mainstream education, and improving advice, support and aspiration for young people when considering career paths, moving into work or further education	Blackpool Council Schools, LEP Lancashire Skills Hub Blackpool Sixth Form College School Improvement Board Bright Futures Educational Trust DoE Regional Schools Commissioner	See description	£6m	-		2017	2020 (on-going)	

<p>Blackpool & Fylde College Health and Social care and training hub</p>	<ul style="list-style-type: none"> In Autumn 2018, Blackpool Council formed a strategic alliance with Blackpool and the Fylde College and Lancaster University to provide a health and social care education and training hub in the ground floor of No 1 Bickerstaffe Square. Lancaster University is now also using No 1 Bickerstaffe Square as a satellite site to its Health and Innovation Campus. 	<p>Information awaited</p>	<p>See description</p>	<p>tbc</p>	<p>2018</p>	<p>On-going</p>	
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Investment Theme 4: Communities and Health									
Project	Short description	Lead organisations	Key benefits	Funding			Timescale		Comments
				Public	Private	Total	Start	Finish	

Investment Theme 5: Infrastructure and Environment

Project	Short description	Lead organisations	Key benefits	Funding			Timescale		Comments
				Public	Private	Total	Start	Finish	
Aquacomms	<ul style="list-style-type: none"> A multi-million pound investment in 2020 by Aqua Comms means Blackpool is now connected to the USA and Europe through the next generation, transatlantic undersea fibre optic cable system on the North Atlantic Loop. With internet connections speeds of sub 0.64 seconds to New York and the world's largest offshore renewable wind farm powering the Fylde Coast, Blackpool is well positioned as a potential host for international cloud-based industries, capable of attracting and supporting the needs of providers, cloud-based networks, global carriers, data centres, IT companies and the global media. 	Aquacomms Blackpool Council	See description	-	tbc	-	2019	2020	
Electrification of the main rail line from Blackpool North to Preston,	<ul style="list-style-type: none"> Multi-million pound upgrade and electrification of the main rail line from Blackpool North to Preston, meaning direct faster routes to London, Manchester, Liverpool and the West Midlands with the potential to open up more links in the future. 	Network Rail	See description	tbc	-	-	2017	2019	
Land Release fund - Ryscar Way Bispham Road Blackpool Road, Poulton	<ul style="list-style-type: none"> Blackpool Council were successful in securing over £3.1m of funding from the land release fund to support the Council in bringing forward housing developments on 3 Council owned sites at Ryscar Way Blackpool, Bispham Road Blackpool and Blackpool Road Poulton. Blackpool Council are working with consultants, Planning Policy and Development Management to obtain the necessary information and permissions to enable the sites to be brought forward for housing 	Blackpool Council	To bring forward these key sites for housing	£3.1M	tbc-	£3.1m	2019	Ongoing	

APPENDIX B: INVESTMENT PLAN - PROPOSED PROJECTS

Investment Theme 1: Place

Key aim and objectives											
Towns Fund Objectives		Urban Regeneration, Planning and Land Use									
Background context											
Project	Description	Key partners	Key benefits	Funding				Timescale		Constraints/dependencies	Comments
				Towns Fund	Other public	Private	Total	Start	Finish		
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Investment Theme 2: Economy and Enterprise

Key aim and objectives											
Towns Fund Objectives		Skills and Enterprise Infrastructure									
Background context											
Project	Description	Key partners	Key benefits	Funding				Timescale		Constraints/dependencies	Comments
				Towns Fund	Other public	Private	Total	Start	Finish		
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Investment Theme 3: Skills and Education

Key aim and objectives											
Towns Fund Objectives		Skills and Enterprise Infrastructure									
Background context											
Project	Description	Key partners	Key benefits	Funding				Timescale		Constraints/dependencies	Comments
				Towns Fund	Other public	Private	Total	Start	Finish		
	•										

Investment Theme 4: Communities and Health

Key aim and objectives											
Towns Fund Objectives											
Background context											
Project	Description	Key partners	Key benefits	Funding				Timescale		Constraints/dependencies	Comments
				Towns Fund	Other public	Private	Total	Start	Finish		

Investment Theme 5: Infrastructure and Environment

Key aim and objectives											
Towns Fund Objectives											
Background context											
Connectivity											
Project	Description	Key partners	Key benefits	Funding				Timescale		Constraints/dependencies	Comments
				Towns Fund	Other public	Private	Total	Start	Finish		

**APPENDIX C: PROJECT INTERVENTION PRO-FORMA –
PROPOSED TOWNS FUND PROJECTS**

Project ref:

Project name:

Project Start Date :

Project End Date :

Site Address /Delivery location:

[Address & postcode]

Project Intervention Lead:

[Name]

Brief Description:

[What the project is, specific activities, over what timescale; who will deliver it; Who will benefit from the project; What the benefits will be; etc.]

Key partners & roles:

(Name)

Needs & demand:

[Source of evidence e.g. market assessment)

Objectives:

[SMART objectives]

Impact:

[e.g. Footfall, business & visitors, community

<u>Project management:</u>	Who will be involved in the delivery of the project
Senior Responsible Officer	?
Project Manager	??

<u>State aid:</u>	[Compliance route]
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<u>Communications:</u>	[Intended community and business engagement]
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<u>Sustainability:</u>	[What contribution?]
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<u>Equality & inclusion:</u>	[What contribution?]
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Cost & funding:

Costs (outturn)	2020/21	2021/22	2022/23	2023/24	Later	Total
Item	£000	£000	£000	£000	£000	£000
e.g. Land						
e.g. Works						
etc.						
TOTAL						

N.B. exclude VAT except if irrecoverable

Cost basis: Source; RIBA stage (minimum 2); exclusions if any

Funding	2020/21	2021/22	2022/23	2023/24	Later	Total
Source	£000	£000	£000	£000	£000	£000
FHSF						
BBC						
Other public						
Private						
TOTAL						

Status (of each): e.g. approved in principle

Benefits (over 10 years)

Outputs	2020/21	2021/22	2022/23	2023/24	Later	Total
Studies (no.)						
Land area (ha)						
Floorspace (sq m by use)						
Infrastructure (m, no., etc)						
Digital applications (no.)						
'Users' (no.)						
Businesses safeguarded/ created						
Carbon savings (kg/p.a.)						
Social (e.g. no. of apprentices, volunteers)						
Other						

Options

Do nothing:	[Costs and outputs (if any) What would happen without the project?]
Smaller:	[Costs and outputs of a smaller viable option]
Larger:	[Costs and outputs of a larger viable option]

Timescale/milestones (of proposed project):

Milestone	Target Date
e.g. Detailed feasibility (RIBA3)	
Planning consent	
Matched funding approval(s)	
Technical design RIBA4	
Procurement	
Commencement on site RIBA5	
Physical completion RIBA6	
In use RIBA7	
Fully operational (steady state)	

Risk profile (of proposed project):

Risk area	Risk level (P x I)
Feasibility & design	
Procurement	
Implementation	
Operation	
Overall risk	

Key risks:

Forward strategy: [Management and maintenance of assets of proposed project]

PROVIDE ANY KEY ATTACHMENTS

- Site plan
- Cost plan
- Development Appraisals as required
- etc