Fenland CAMBRIDGESHIRE

Fenland District Council

Public Document Pack

AGENDA

CABINET

TUESDAY, 12 MAY 2020

4.30 PM

A VIRTUAL MEETING VIA ZOOM VIDEO CONFERENCING SYSTEM

Committee Officer: Linda Albon
Tel: 01354 622229
e-mail: memberservices@fenland.gov.uk

Due to the Covid-19 outbreak and the restrictions by the Government on gatherings of people, this meeting will be conducted remotely using the Zoom video conferencing system. There will be no access to this meeting at the Council offices but you can view the meeting on YouTube, apart from any items marked confidential.

The YouTube link for today's Cabinet meeting is: https://youtu.be/ZCJHayj-YO4

1 To receive apologies for absence

2 Previous Minutes (Pages 3 - 6)

To confirm the minutes of the previous meeting held 19 March 2020.

3 To report additional items for consideration which the Chairman deems urgent by virtue of the special circumstances to be now specified

4 To receive members' declaration of any interests under the Local Code of Conduct or any interest under the Code of Conduct on Planning Matters in respect of any item to be discussed at the meeting

5 COVID-19 Update Report (Pages 7 - 20)

To update Cabinet on the actions taken by the Council to date in dealing with implications of the COVID-19 pandemic.

6 Draft 6 Month Cabinet Forward Plan (Pages 21 - 22)

For information purposes.

7 Items which the Chairman has under item 3 deemed urgent

8 March Future High Street Fund Bid (Pages 23 - 362)

The purpose of this report is to update Cabinet on the Future High Street Fund final bid documentation for the town of March.

Appendix B comprises exempt information - to exclude the public (including the press) from a meeting of a committee it is necessary for the following proposition to be moved and adopted: "that the public be excluded from the meeting for Items which involve the likely disclosure of exempt information as defined in the paragraphs of Part I of Schedule 12A of the Local Government Act 1972 (as amended) as indicated."

Friday, 1 May 2020

Members: Councillor C Boden (Chairman), Councillor Mrs J French (Vice-Chairman), Councillor I Benney, Councillor S Clark, Councillor Miss S Hoy, Councillor Mrs D Laws, Councillor P Murphy, Councillor C Seaton, Councillor S Tierney and Councillor S Wallwork

CABINET

THURSDAY, 19 MARCH 2020 - 4.00 PM

Fenland CAMBRIDGESHIRE
Fenland District Council

PRESENT: Councillor C Boden (Chairman), Councillor Mrs J French (Vice-Chairman), Councillor I Benney, Councillor S Clark, Councillor Miss S Hoy, Councillor S Tierney and Councillor S Wallwork

APOLOGIES: Councillor Mrs D Laws, Councillor P Murphy and Councillor C Seaton

Councillor Boden advised that Councillor Mrs Laws, Councillor Murphy and Councillor Seaton were absent due to current Government guidance regarding the COVID-19 pandemic, otherwise they would have been in attendance.

CAB25/19 PREVIOUS MINUTES

The public minutes of 20 February 2020 were confirmed and signed.

CAB26/19 ADDITIONAL ITEM FOR CONSIDERATION WHICH THE CHAIRMAN DEEMS URGENT

Councillor Boden issued the following COVID-19 statement as Leader of the Council.

"Coronavirus (COVID-19) was first diagnosed in December 2019 within China. Since that time it has spread rapidly to the extent that the World Health Organisation (WHO) has classified it as a pandemic.

The impact of COVID-19 is increasingly evident across the UK. Fenland is also feeling that impact. I felt it important to table this urgent Cabinet statement to provide a clear commitment to Fenland's residents and businesses of everything the Council will continue to do in support of them.

The Council has quickly mobilised its business continuity arrangements in preparedness to deal with COVID-19. These plans will ensure that key services will continue to function with a minimum amount of disruption. The Council is also ensuring that Government and Public Health England (PHE) advice is readily available to all.

In such uncertain times frequent communication is vital. The Council is sending out regular updates to its employees and elected members along with informative press releases to the public. The Council's website and social media outlets are being refreshed daily.

Our workforce continues to provide excellent services to residents and businesses through this difficult time. In order to support their continued contribution measures such as remote and flexible working, hand sanitisers and protective equipment is being made available where necessary. These measures will help to provide the ongoing resilience required to ensure that key services continue to function.

Whilst the Council will do everything within its powers to minimise the disruption associated with COVID-19 there is the potential for some impact. Where this may occur, both our members and residents will be kept fully updated.

Fenland District Council is aware of the significant anxiety that exists within the minds of our older people and across our business community.

The Council is committed to playing a full part to ensure that our older and most vulnerable residents receive the support required to protect them from the impact of COVID-19. This includes the following:

- A database of the over 70's and an assessment of people's needs
- Supporting the establishment of the Cambridgeshire County Council-led volunteer hub
- Liaising closely with town and parish Councils, community and voluntary groups and other key partners, such as the County Council, to mobilise district wide volunteering capacity
- A social-distancing hotline that will be provided through the Council's contact centre to help signpost people to the local support available

Fenland's local economy and our cherished businesses are starting to see the impact of COVID-19. Earlier this week the Chancellor announced a comprehensive package of support to assist businesses through these difficult times. This included business rates holiday periods, business grants and loans, along with the hardship fund. The Council is already implementing the business rates relief measures and is eagerly awaiting Government guidance to ensure the other means of support are quickly made available.

These are unprecedented times and the impact of COVID-19 is profound, however, working as one unified member and officer team this Council will do everything in its powers to positively respond to the Government's call to arms in providing every possible support to our communities, their residents, and our highly valued local businesses."

CAB27/19 MARCH AREA TRANSPORT STUDY

Members considered the March Area Transport Study report presented by Councillor Mrs French on behalf of Councillor Seaton.

Cabinet AGREED to:

- **Note and comment on the emerging outcomes of the March Area Transport Study**
- **Note and comment on the emerging options for the March Railway Station Masterplan options**
- **Approve the study outcomes for consultation with the public.**

CAB28/19 PARSON DROVE NEIGHBOURHOOD PLAN

Members considered the Parson Drove Neighbourhood Plan report presented by Councillor Boden on behalf of Councillor Laws.

Cabinet AGREED to recommend to Council the formal adoption of the Parson Drove Neighbourhood Plan as a part of the Development Plan for Fenland and note the decision statement that will be presented to Council on 21 May 2020.

CAB29/19 MY FENLAND

Members considered the My Fenland District Council report presented by Councillor Tierney.

Cabinet AGREED to note the progress of the 'My Fenland' programme to date and endorse the activities contained within phases 1 and 2 of the programme.

CAB30/19 DRAFT 6 MONTH CABINET FORWARD PLAN

Councillor Boden presented the Cabinet Forward Plan for information.

CAB31/19 RESTRICTED MINUTES - CONFIDENTIAL ITEM

The confidential minutes of 20 February 2020 were confirmed and signed.

4.12 pm Chairman

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Agenda Item No:	**5**	
Committee:	**Cabinet**	
Date:	**12 May 2020**	
Report Title:	**COVID-19 Update Report**	

Cover sheet:

1 Purpose / Summary

- To update Cabinet on the actions taken by the Council to date in dealing with implications of the COVID-19 pandemic.

2 Key issues

- The Coronavirus or COVID-19 epidemic has spread rapidly throughout the world causing over 200,000 deaths to date.
- The impact of COVID-19 is increasingly evident across the UK. Fenland is also feeling that impact.
- At the start of this pandemic, the Council quickly mobilised its business continuity arrangements in preparedness to deal with COVID-19. These plans have ensured that key services have continued to function with the minimum amount of disruption.
- By working as one unified member and officer team, this Council is doing everything in its powers to positively respond to the Governments call to arms in providing every possible support to our communities, their residents, and our highly valued local businesses.

3 Recommendations

- Cabinet is asked to note the content of this report.

Wards Affected	All
Forward Plan Reference	
Portfolio Holder(s)	Cllr Chris Boden - Leader of the Council
Report Originator(s)	Paul Medd - Chief Executive Jo Blackmore - Executive Officer
Contact Officer(s)	Paul Medd - Chief Executive Carol Pilson - Corporate Director Peter Catchpole - Corporate Director Jo Blackmore - Executive Officer
Background Paper(s)	N/A

1 Background / introduction

1.1 The Coronavirus or COVID-19 was first diagnosed in December 2019 within China. Since that time it has spread rapidly to the extent that the World Health Organisation (WHO) has classified it as a pandemic. People have now been infected in 185 countries with over 20,000 fatalities in the UK alone. Globally the number of deaths is thought to be well in excess of 200,000 with figures continuing to rise every day.

1.2 The impact of COVID-19 is increasingly evident across the UK. Fenland is also feeling that impact. It is affecting our physical and mental health, our movements and our economy. It is impacting on all aspects of daily life.

1.3 At the start of this pandemic, the Council quickly mobilised its business continuity arrangements in preparedness to deal with COVID-19. These plans have ensured that key services have continued to function with the minimum amount of disruption.

1.4 This report gives a detailed account of the work that has been carried out by the Council to support our local residents, our businesses and our workforce during these incredibly challenging times.

2 Community Support - C19 Hub

2.1 The C19 Hub was set up on 25 March to provide assistance to the most vulnerable members of our local community. With many residents being advised to stay at home to due to their age or underlying health conditions, the Council set up the C19 Hub to link community volunteers to those who needed assistance.

2.2 Volunteers contacting the Fenland C19 Hub are initially signposted to the county wide COVID-19 coordination hub where they receive guidance on how to stay safe whilst volunteering, safeguarding information and other relevant volunteering advice. They are then matched with relevant volunteering opportunities in their local area.

2.3 The C19 Hub is staffed by a range of Council workers who manage the offers of help from volunteers, thereby maximising support for local communities. As well as signposting access to food, medicines and other supplies, the C19 Hub also organises friendly phone calls to help reduce feelings of loneliness. By liaising with active voluntary and community groups in the district, the Council is helping to ensure that resident’s needs, including health and social care, are met as quickly and efficiently as possible.

2.4 Since the opening of the C19 Hub on 25 March to close of play on 27 April, 1,353 requests for service have been received and signposting has been given to services available

2.5 As well as answering incoming enquiries, the C19 Hub has been proactive in contacting residents who may need help. By liaising with partners and voluntary organisations, they have been targeting those households who may be in need of assistance. This includes sending letters to:

- 730 families on either Early Years Pupil Premium or who qualify for the funded 2 year old programme
- 370 families receiving support through Cambridgeshire County Council (CCC) children and families early help caseworkers

- 880 vulnerable adults who recently have received a service from adult social care
- 12,000 residents who are aged 70 or over

2.6 The Council has been successful (working with CCC) in receiving £5k for hardship calls to the FDC or County wide hub for issues such as:

- essential food provisions for those with special dietary requirements/allergy needs
- baby/child formula/foods
- non-prescribed medicines
- personal hygiene products
- emergency energy top ups
- landline/mobile credit top ups

- emergency hot meals
- Optical (payment assistance for glasses/contact lenses)
- Hearing aids/assistance
- Emergency household maintenance - plumbing, electrics, batteries, lightbulbs etc. (B&Q currently selling essential items only to public – click & collect service)

2.7 Anyone who needs help can contact the C19 Hub on 01354 654321 or email: covid19@fenland.gov.uk. The C19 Hub is open between 9am and 4pm, Monday to Friday and 9am to 12 noon on Saturdays.

3 Delivery of key services

Refuse and Cleansing

3.1 All refuse, recycling, garden waste and cleansing services have been delivered since the start of the COVID-19 outbreak. This achievement by frontline staff is all the more impressive due to waste and recycling levels increasing over recent weeks along with the number of residents subscribing to the Garden Waste Service (20,300 subscriptions are now in place).

3.2 There has been an overall increase of 17% in the total amount of refuse collected which includes a 12% increase in dry recycling and a 36% increase in garden waste. Staff have cancelled leave bookings and worked on their allocated days off to keep the service running as smoothly as possible.

3.3 Levels of fly-tipping remain similar to historic figures and litter has reduced in some areas as a result of the lockdown measures.

3.4 Our Commercial Waste Service has continued to offer waste and recycling collections to the 60% of our commercial customers who remain operational.

Homelessness and Rough Sleepers

3.5 The directive received from Ministry of Housing, Communities and Local Government (MHCLG) on 25 March stated that Councils were required to provide self-contained accommodation for all rough sleepers and those living in shared bedrooms (e.g. night shelter).

3.6 Bed and breakfast accommodation was sourced in Wisbech and Peterborough to meet demand. This vulnerable client group are being further supported through the provision of food on a weekly basis in partnership with 'Change, Grow, Live' (CGL) support workers and Ferry Project teams.

Customer Services and Contact Centre

3.7 In line with Government advice, the Council has temporarily closed its Customer Service Centres and Hubs (in local libraries). However, the Customer Contact Centre remains open for 6 days of the week to support local residents and businesses.

3.8 This year, the Customer Contact Centre also remained open on Good Friday, Easter Saturday and the Easter Monday bank holiday. During that period, Customer Services colleagues were successfully able to support 94 local residents.

3.9 As well as dealing with the incoming Council enquiries, staff in the Customer Contact Centre have also been assisting with an outbound call campaign in relation to contacting companies that have yet to submit documentation for the Small Business Grant Scheme and the Retail, Hospitality and Leisure Grant Scheme. Action Fraud have reported a 400% increase in Coronavirus scams during March 2020 and so some businesses are understandably suspicious of financial scams at this already difficult time. The Council is doing whatever it can to ensure that all those businesses that may be entitled to the grants have the opportunity to access the financial support available.

Environmental Health

3.10 The Council's Environmental Health team continue to carry out work which protects the public, businesses and environment from harm.

3.11 The Corona Virus (Business Closure) Regulations gave direct responsibility to Environmental Health staff to investigate and apply any business closure requirements. The essence of the regulations is to protect health and reduce the spread of the virus whilst enabling essential products to be on sale safely. In addition, the requirement for social distancing in retail and other outlets became enforceable under health and safety legislation.

3.12 At least 150 reports of businesses either breaching the regulations or not having regard to social distancing have been received and responded to. Advice and support has been offered in a pragmatic way to ensure where businesses can continue to trade they are supported to do so compliantly.

3.13 A number of calls have been received regarding gatherings in public locations. A protocol has been agreed with Police colleagues and close working enables these matters to be reported to the police who are monitoring and attending where possible.

Communications

3.14 The Council is continuing to follow and publicise national Government and Public Heath England (PHE) advice and guidance in respect of COVID-19.

3.15 The latest information is being shared through the Council's COVID-19 web page at www.fenland.gov.uk/coronavirus and the Council's social media accounts. Council news and service information relating to COVID-19 is also being heavily publicised.

3.16 As well as sharing key Government messages with the public, the Council is also working hard to signpost residents and businesses to the help available as well as sharing 'good news' stories in these difficult times.

3.17 In total, the Council has received 20,074 Coronavirus page views since its launch on 9 March 2020 to 1 May 2020.

3.18 The Council has publicised 32 press releases informing residents, businesses and local media of the latest council updates and services relating to COVID-19.

3.19 Over 139 Facebook posts have been created along with 247 Twitter posts from the Council's social media accounts. These include information on Council services and news updates. This is in addition to sharing Government national campaigns and relevant partner information.

3.20 Staff communications and updates are circulated on a daily basis via emails and the intranet.

Corporate Meetings

3.21 The current social distancing measures and shielding advice has inevitably impacted on Council meetings. However, work is progressing on establishing a schedule of revised meeting dates for both the current and the next municipal year.

3.22 Corporate meetings will continue but will be conducted in the appropriate manner (i.e. virtually) until the point in time that restrictions are sufficiently relaxed.

Other Council Services

3.23 Many other council services continue to be delivered in line with the current restrictions. For example, homelessness advice is still being given, Local Plan preparations continue, and planning applications are still being processed.

3.24 IT staff have been instrumental in quickly and efficiently arranging for a large percentage of the workforce to work remotely and Procurement and Building Facilities staff continue to ensure buildings are safe and secure, with the appropriate PPE and cleansing products made available.

3.25 'Back office' staff are continuing with 'business as usual' wherever possible to assist with the current crisis as well as ensuring that the Council is in a good position to begin the long and complex recovery stage of the pandemic.

Customer Appreciation

3.26 Customers continue to show their support for our frontline services through messages in windows, notes on bins and social media posts. This includes the work carried out by our Refuse and Cleansing crews as well as the help offered to local residents through the Council's COVID-19 hub.

Fenland District Council
Published by Amy Amps [?] · April 22 at 10:54 AM ·

We have a new addition to our refuse crews! What a wonderful little fellow knitted by a local resident 😍

Welcome to the rounds Keyworker Bear! 🐻

#keyworkers #binmen #thankyou

4,061 People Reached	783 Engagements	Boost Post

207 · 15 Comments 13 Shares

Like Comment Share

4 Business support

Business Grants

4.1 The Government has announced a package of support for businesses which includes a Small Business Grant Fund and a Retail, Hospitality and Leisure Grant Fund. The Council is administering the funding for both of these schemes.

4.2 As of 1 May 2020, the Council has so far paid out £13.855m worth of the Government grants. A total of 1,240 grants have been paid to around 71% of eligible businesses. This comprises of 1,040 Small Businesses and 200 Retail, Hospitality & Leisure grants. The total number of grants paid (1,240) represents 92% of all grant forms registered. Updated information will be reported verbally at the Cabinet meeting on 12 May at which this report will be tabled.

4.3 Taking into account responses received and being processed but not yet paid, there remains around 30% of eligible businesses still to respond. These are being actively approached by officers to encourage more responses. Actions include:

- additional press releases and social media coverage
- follow up direct email and letter
- direct telephone calls to businesses
- the publishing of case studies from successful businesses (to explain how simple the process is and to dispel 'myths')
- the determination of complex cases, which might be delayed because the records held by FDC do not match the claims.

4.4 The Government published the latest performance information in relation to the payment of grants on 27 April and FDC is located within the mid-table. This position reflects the stance taken by FDC in balancing the swift payment of grants with proportional due diligence to detect and avoid fraudulent claims and minimise the need for recovery action.

Business Information Hub

4.5 The Council's Economic Growth Team are offering support to local businesses via the Fenland for Business website. The website enables businesses 'open' during the crisis to share information with customers and other businesses by completing a very brief form (www.fenlandforbusiness.co.uk/coronavirus). At the time of writing there are 70 businesses registered from across the district and the number is growing daily.

4.6 Other work currently being carried out includes:

- Promoting the availability of Business Information Hub pages to businesses and the public.
- Providing advice and signposting to businesses looking for support.
- Engaging the Job Centre Plus and large employers who are seeking to recruit employees to supplement key sectors, such as food, logistics and agriculture, particularly from businesses that have had to 'lay-off' or 'furlough' staff.
- Gathering intelligence from businesses that are identifying issues such as transport or travel restrictions for staff or reduced labour supply to the food and agri-sectors
- Sharing this intelligence with key partners, such as the CPCA Economic Recovery Group and through the Local Resilience Forum, where appropriate

Cambridgeshire & Peterborough Combined Authority (CPCA) Economic Recovery Group

4.7 Discussions have begun to ensure a co-ordinated approach to economic recovery across the CPCA area the wake of the COVID-19 epidemic. Officers from local authorities are working together to establish an understanding of what is currently happening in each area, identifying patterns and sharing best practice.

4.8 Actions going forward include:

- Commissioning external consultants to carry out a rapid assessment of the immediate impact of COVID-19 on the economy of Cambridgeshire & Peterborough
- Assessing the likely resilience of the local economy over the medium to longer term
- Providing advice on short, medium and long term priorities for local partners to support people and businesses through this period of turbulence.

CPCA COVID-19 Capital Grant scheme

4.9 The CPCA have set up a Capital Grant Scheme to provide a flexible capital subsidy to help Registered Limited Companies in these challenging times. However, an overwhelming number of applications have been received. The scheme and is now oversubscribed and has subsequently closed.

4.10 The CPCA is assessing and approving applications in approximately 7 days from receipt and is looking to allocate against a budget of £5.9m.

Better Business for All (BBFA)

4.11 The BBFA group was established before this crisis developed and its purpose is to bring Compliance Teams (Environmental Health & Licensing) together with Economic Growth/Development Teams within Councils across Cambridgeshire & Peterborough. The BBFA group will meet virtually, as regularly as is necessary, but continue to share important intelligence and trend information, enabling FDC Teams to respond where issues are identified.

5 Workforce support

5.1 The Council's workforce is continuing to deliver key services despite numerous challenges both at work and at home. Staff are working from home wherever possible with a small core team of staff continuing to work in Council offices whilst adhering to social distancing guidelines. The implementation of 'split teams' in key services will help to ensure ongoing business continuity.

5.2 A number of staff (currently25) have been redeployed from their substantive roles to support other key services such as the Covid-19 Community Support Call Centre.

5.3 Daily communications are being shared with staff advising them of any corporate developments, reminding them of the Government's social distancing guidelines and sharing positive feedback from Members and the public. Guidance for dealing with challenging work and homelife situations are also circulated regularly including tips for working safely and efficiently at home, as well as ways to keep physically and mentally healthy.

5.4 In line with Government guidelines, staff are being asked to self-isolate if they, or members of their household, are displaying any symptoms of the COVID-19 virus. To date these figures have generally been low – the total number of staff self-isolating on any one day is usually under 10.

5.5 There are also 52 members of staff who are absent on medical advice from the NHS, however the majority of these (44) are home-worker enabled. Other redeployment work streams are being considered for the small minority who are shielding but not currently working from home.

6 Financial Implications

6.1 The COVID-19 epidemic will inevitably result in financial implications for the Council, as well as our local communities, the UK and the rest of the world. We continue to monitor the situation carefully and are building up data ready for the next return due to be completed and sent to the MHCLG during May.

6.2 The return is to help departments across Central Government understand the financial impact, both direct and indirect of the COVID-19 pandemic on local authorities. This, they state, is for planning purposes; to help government identify where the greatest pressures are likely to be going forward and to inform their ongoing assessment of likely future costs. The information provided by local authorities will not be used for reporting or auditing purposes.

6.3 The financial implications for the Council are across a variety of spending pressures, income reductions and cash flow issues. Virtually every service provided by the Council has been impacted to varying degrees. These are currently being assessed but it is inevitable that, net of any potential funding from government, there will be a significant cost to this Council over and above current budgets for this financial year. A budget update report will be presented to Council shortly which will identify the likely impact and the use of reserves to fund any shortfall this year. There will almost certainly be an ongoing impact on the Council's finances and the MTFS.

6.4 Government support at the moment consists of the following:

a) £65,197 grant funding from the initial £1.6bn emergency grant funding for local authorities. The majority of this funding was allocated to authorities with Adult Social Care responsibilities. On 18 April, the government announced a further £1.6bn funding package to provide additional funding for District's. Our allocation was announced on 28th April 2020 and totalled £1,023,768.

b) £8,250 grant from the £3.2m COVID-19 rough sleeper contingency fund. We have subsequently applied for additional funding of £211k to fund 49 rough sleepers/night shelter clients for a period of 12 weeks.

c) to assist with cash flow, the government has announced the following:

   - a deferral for 3 months of payment of their share of business rates income due (as determined by the NNDR 1 return, completed in January 2020). This has moved £3.3m of payments due to government in April-June to later in the year.
   - S31 grant due for the year for reimbursement of business rates relief, £1.5m, has been paid in full rather than in monthly instalments. Local authorities are due another substantial grant payment to reimburse them for the cost of the Expanded Retail, Hospitality and Leisure relief scheme. This S31 grant reimburses local authorities for the loss of business rates as a result of additional reliefs given to businesses. Due to the way business rates is accounted for, the impact on the Council's budget is spread over two years but there is no overall impact on the bottom line.

6.5 At the time of writing, the amount of Council Tax payments received by the Council is currently £5,296,529. Compared with April 2019 and including an average increase of 3.16% (across all precepting authorities), the amount collected would normally be around £5,870,150 (so around £570,000 less than expected).

Consequently, based on the limited evidence received so far, the Council is seeing an approximate 10% reduction in Council Tax collected at this point in the year.

6.6 It will be several months before estimates can be made to calculate the impact for the whole year but this 10% reduction is likely to increase. This will have a significant impact on the Council's cash flow over the year as it is obliged to continue to pay the preceptors their share of Council Tax irrespective of whether or not it has been collected. The impact on the Collection Fund, which is likely to have a significant deficit at the year end, as a result of an increased bad debts provision (the Council's share is around 16%), will impact on the authority's general fund budgets in 2021/22. To what extent the Government may assist to mitigate this impact remains to be seen. The Council have options in place to help financially affected customers including re-profiling of instalments and use of a hardship fund from government to further assist working age customers in receipt of council tax support. Recovery action, although ongoing, will be softened to encourage customers to contact us to discuss their options.

6.7 At the same time as announcing the allocations of the additional £1.6bn of funding to local authorities on 28 April, the Government confirmed (as had been widely expected) that the Review of Relative Needs and Resource (Fair Funding Review) and 75% business rates retention will no longer be implemented in 2021-22. This is to allow councils to focus on meeting the immediate public health challenge posed by the pandemic.

6.8 The Government will continue to work with councils on the best approach to the next financial year, including how to treat accumulated business rates growth and the approach to the 2021-22 local government finance settlement.

7 Recovery Phase

7.1 Staff are already planning for the recovery phase of the COVID-19 pandemic, so far as is possible with the limited information available on how and when lock down restrictions will be lifted.

7.2 Plans will be coordinated with the Cambridgeshire and Peterborough Local Resilience Forum (CPLRF) who already have several recovery work streams in place.

7.3 As always, the Council will look to work with partner organisations to deliver efficient and effective services. This partnership working will be essential during the complex recovery phase of this global pandemic.

8 Conclusion

8.1 These are unprecedented times and the impact of COVID-19 is profound. However, by working as one unified member and officer team this Council is doing everything in its powers to positively respond to the Governments call to arms in providing every possible support to our communities, their residents, and our highly valued local businesses.


HM Government
NHS
Coronavirus
Got symptoms –
even mild ones?
DO NOT leave the house at all for 7 days.
EVERYONE else in your household must not
leave the house for 14 days.
STAY HOME
PROTECT THE NHS
SAVE LIVES

DRAFT 6 MONTH CABINET FORWARD PLAN –
Updated 29 April 2020

Fenland CAMBRIDGESHIRE
Fenland District Council

(For any queries, please refer to the published forward plan)

PLEASE NOTE:
The dates of Cabinet meetings from May 2020 onwards are in the process of being finalised. However, in the light of the current COVID-19 outbreak, the meeting dates, the way that meetings are conducted and the business that requires a decision from Cabinet will be continually assessed in line with Government guidelines, with regular updates being provided.

CABINET

CABINET DATE	ITEMS	LEAD PORTFOLIO HOLDER
21 May 2020	1. Homelessness Action Plan 2. LATCo Business Case 3. Cabinet Draft Forward Plan	Cllr Hoy Cllr Boden Cllr Boden
9June 2020	- Reserve meeting date -	
20 July 2020	1. Annual Report 2019/20 2. Treasury Management Annual Report 2019/20 3. Financial Outturn Report 2019/20 4. Cabinet Draft Forward Plan	Cllr Boden Cllr Boden Cllr Boden Cllr Boden
18 August 2020	- Reserve meeting date -	
8 Sept 2020	1. Coates Conservation Area Appraisal 2. Cabinet Draft Forward Plan	Cllr Seaton Cllr Boden
21 Oct 2020	1. Draft Local Plan 2. Cabinet Draft Forward Plan	Cllr Laws Cllr Boden
17 Nov 2020	- Reserve meeting date -	
14 Dec 2020	1. Treasury Management Strategy Statement & Annual Investment Strategy Mid Year Review 2020/21 2. Draft Business Plan 3. Draft Budget 2021/22 &Mid Term Financial Strategy 4. Local Council Tax Reduction Scheme Review 2020/21	Cllr Boden Cllr Boden Cllr Boden Cllr Boden

CABINET DATE	ITEMS	LEAD PORTFOLIO HOLDER
	5. Fees & Charges 6. Cabinet Draft Forward Plan	Cllr Boden Cllr Boden

Agenda Item No:	**8**	Fenland CAMBRIDGESHIRE
Committee:	**Cabinet**	
Date:	**12 May 2020**	
Report Title:	**March Future High Street Fund - Bid Submission**	

CONFIDENTIAL - This item includes EXEMPT INFORMATION which is not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act, 1972 (as amended). The confidential information is included as confidential appendices.

1 Purpose / Summary

- The purpose of this report is to update Cabinet on the Future High Street Fund final bid documentation for the town of March.

2 Key issues

- The government is committed to helping local high streets evolve and adapt to the changing high street experience. They have created a Future High Street Fund with over £1 billion of funding now available.
- March was successful in its Expression of Interest (EoI) for the Future High Streets Fund, being one of 50 town centres nationally to be initially shortlisted. Councils were only permitted to submit one application per district/county and March was considered to have the best chance of success in this particular process.
- External expertise was required to produce the full business case required by the Ministry of Housing, Communities and Local Government (MHCLG). Using £150k received from central government as part of the Future High Street Fund process, a consortium of consultants was appointed, led by Hatch Regeneris.
- The attached final submission is the culmination of a considerable amount of work from several consultants working together with the Council. Two versions of the report are attached. Appendix A is a version of the report that excludes confidential information. Appendix B (confidential appendix) is the full version of the report which includes confidential information.
- Please note that this is final submission stage for funding only. Any drawings or images within the submission are draft and not finalised. Designs will be subject to change once funding is secured and the project moves into the delivery phase.
- During the development of the submission, FDC Members, March Town Council Members, CPCA and CCC have been involved and consulted. Additionally, this work has run in parallel with the emerging March Area Transport Study, with the bid and the study complimenting and strengthening each other's work.
- Although community consultation was undertaken for the Growing Fenland Report, upon which this bid's focus is based, further community consultation has been undertaken following development of the final bid packages.
- Following bid submission in May 2020, it is anticipated that the Council will receive feedback from MHCLG in late summer. It should be noted that this may alter due to the ongoing Covid19 crisis.

- The attached bid document is at a stage requiring final adjustments to the Acre Road proposals. The Council requires that this aspect of the proposal has several options for delivery, given the early stage that we are at in this process. The final adjustments will be added by our consultants prior to submission. Additional information regarding the impact of Covid 19 is also to be added prior to submission.

3 Recommendations

- Cabinet members are requested to note the attached bid document.
- Cabinet is requested to authorise the Chief Executive to submit the bid to MHCLG, following consultation with the Portfolio Holder for Social Mobility and Heritage, once the final aspects of the bid has been included.

Wards Affected	All Fenland Wards
Forward Plan Reference	
Portfolio Holder(s)	Cllr Chris Boden - Leader of the Council Cllr Chris Seaton - Portfolio Holder for Social Mobility and Heritage Cllr Jan French - Deputy Leader of the Council
Report Originator(s)	Paul Medd - Chief Executive Simon Machen - Interim Corporate Director Phil Hughes - Head of Leisure Services Natasha Stokes - Corporate Support Officer Jo Blackmore - Executive Officer
Contact Officer(s)	Paul Medd - Chief Executive Simon Machen - Interim Corporate Director Phil Hughes - Head of Leisure Services Natasha Stokes - Corporate Support Officer Jo Blackmore - Executive Officer
Background Paper	Appendix A - March Future High Street Fund final bid submission produced by Hatch Regeneris and We Made That (excluding confidential information) Appendix B (confidential) - March Future High Street Fund final bid submission produced by Hatch Regeneris and We Made That (including confidential information)

FUTURE HIGH STREETS FUND
FULL BUSINESS CASE (FBC)

A business case is a management tool and is developed over time as a living document as the proposal develops.

The Full Business Case (FBC) should summarise the results of all the necessary research and analysis needed to support decision making in a transparent way.

The evidence to support the investment decision must be set out in the HMT five case business case model: Strategic, Economic, Financial, Commercial and Management. In its final form the FBC becomes the key document of record for the proposal which summarises the objectives, the key features of implementation management and arrangements for post implementation evaluation.

When you have completed your business case, please submit it to the Future High Streets team on

futurehighstreets@communities.gov.uk

Please also confirm separately with your delivery manager once you have submitted, via an email with no attachments

Version	1.0
Version Date	7 May 2020
Lead Author	Simon Machen
Place	March Town Centre
Senior Responsible Officer within Local Authority (SRO)	Paul Medd

SRO Sign-off Name: Date:	Paul Medd

PROJECT SUMMARY

WHAT IS THE INVESTMENT PROPOSAL?

Local Authority: Fenland District Council

High Street: March Town Centre

Brief summary of proposal [499 words]:

March is an historic market town that sits at the centre of the Fenland District on the course of the River Nene. March's heritage is rooted in the railway and the town is well connected through local and regional transport networks. The 2009 Fenland Retail Study and 2019 Growing Fenland strategy identified March as one of Fenland's two major town centres, providing a range of facilities for an extensive rural catchment area.

The Challenges

In common with many rural towns, March has suffered from the national trends affecting the way we use our town centres. However, there are specific local factors that are affecting the vitality of the town centre.

Broad Street is the at the heart of our town. It is a three-lane carriageway which cuts the town centre in half, providing the only connection over the River Nene. Broad Street is difficult to cross and experiences significant congestion which discourages visitors and shoppers. Similarly, the **River Nene** waterfront is hidden from the public, being difficult to access and impossible to appreciate. The River Nene and Broad Street are major barriers in the town centre and provide a textbook example of local **severance.**

There are a number of **derelict, unused and underused buildings** throughout the town centre. This includes properties surrounding the Market Place with its beautiful Town Hall, units along Broad Street and in the Acre Road area which has a particular concentration. Vacancy rates are increasing, and the town centre continues to lose important retail anchors. There is no 24-hour economy in March, the hospitality and leisure offers are poor, and the available first floor space on Broad Street and beyond has failed to attract residents or businesses. All of this is evidence of a town centre struggling with a deteriorating investment climate and large viability gaps.

To address these issues we are proposing five transformational projects:

- **A dramatic intervention to transform Broad Street**
- **Opening up the Riverside areas to improve visibility and access**
- **Redeveloping the historic Market Place**
- **Acre Road Regeneration**
- **Reactivating vacant units & Flats Over Shops programme**

These proposals respond directly to the 25 factors that the Institute of Place Management has identified as influencing the vitality and viability of local high streets and deliver against the FHSF objectives.

By addressing the challenges facing March, our proposals have the potential to create transformative structural change, providing an attractive and vibrant place where residents and visitors are able to spend more time enjoying the high street. These proposals reflect thinking at town, district, county and Combined Authority levels, and are deliverable within the timescales required by the FHSF programme.

Narrative Summary

Our assessment finds that for the **£11.3m** investment requested from the Future High Streets Fund, this would generate a total of **£40.0m** of discounted benefits. This is a benefit cost ratio of **2.4 (Initial BCR FHS Only**) or **3.3:1 (FHSF + Co-funding – private cost).** The programme will leverage **£10.5m** private sector funding, and regenerate new and existing, commercial, retail and residential space.

Overall funding requested: £11,326,949

Figure 1: Wider Study Area Spatial Plan

The plan below produced as part of our research shows the wider area study context, which identifies a tightly defined town centre footprint as well as the strategically important station corridor. The spatial context reflects the Growing Fenland report (2019) and was agreed with district and town council members during workshop sessions.

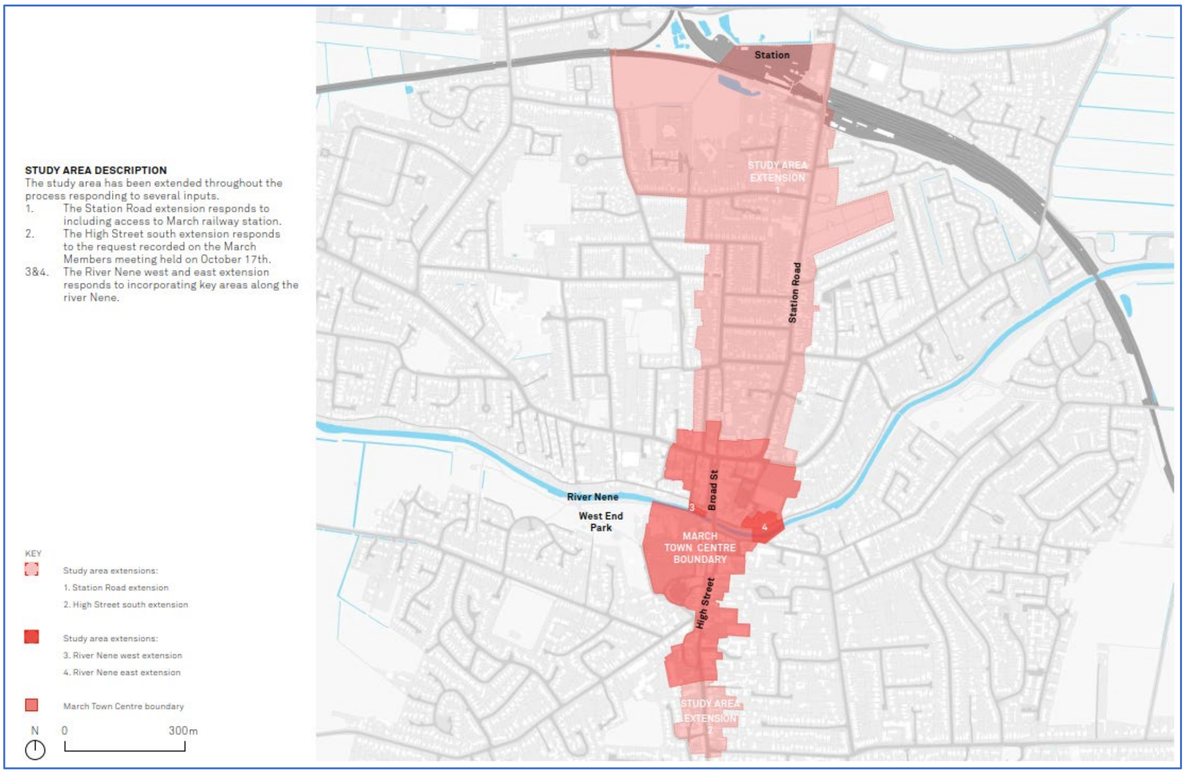


Figure 2: Longlisted Intervention Option Packages

The plan below shows the long list of intervention packages that were considered. The severance issues are concentrated in Package 3, where the three-lane carriageway of Broad Street cuts the town centre in half and footfall is further constrained by the single river crossing pinch-point over the River Nene.

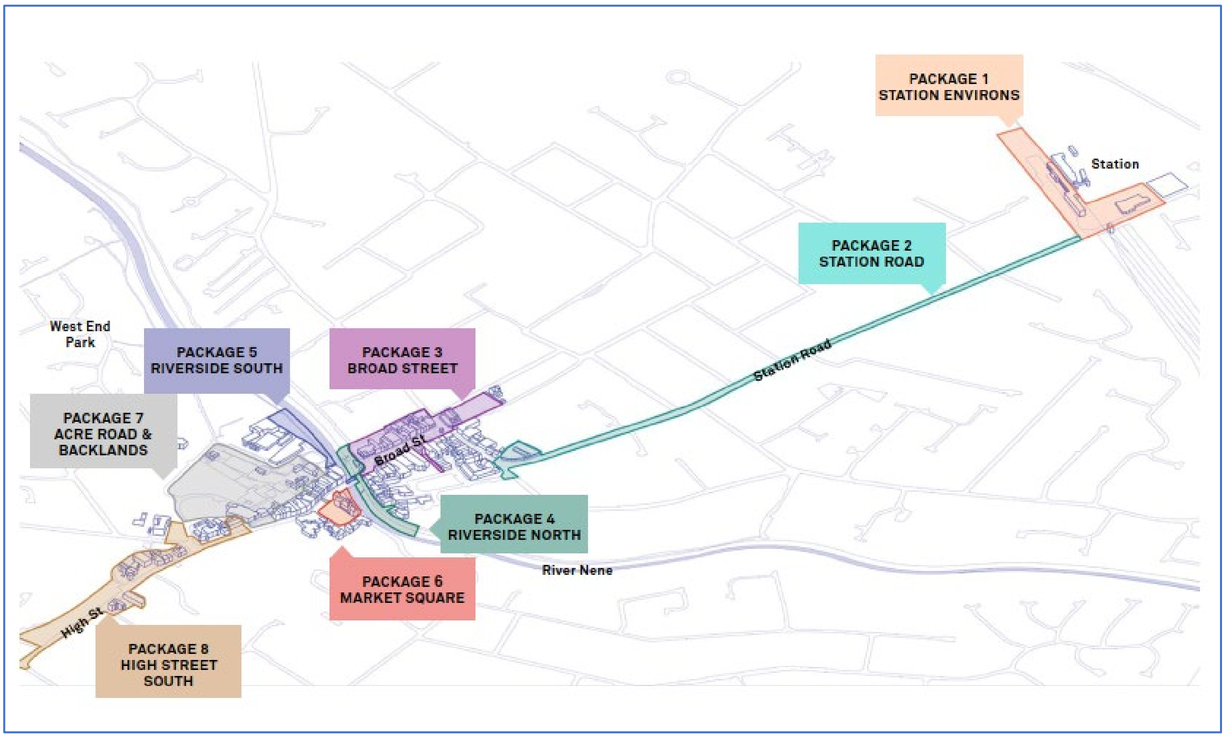


Figure 3: Preferred Option Key Plan
This plan provides a summary of the preferred option. Full details are available in **Appendix B**.
For details of land ownership see **Appendix F.**

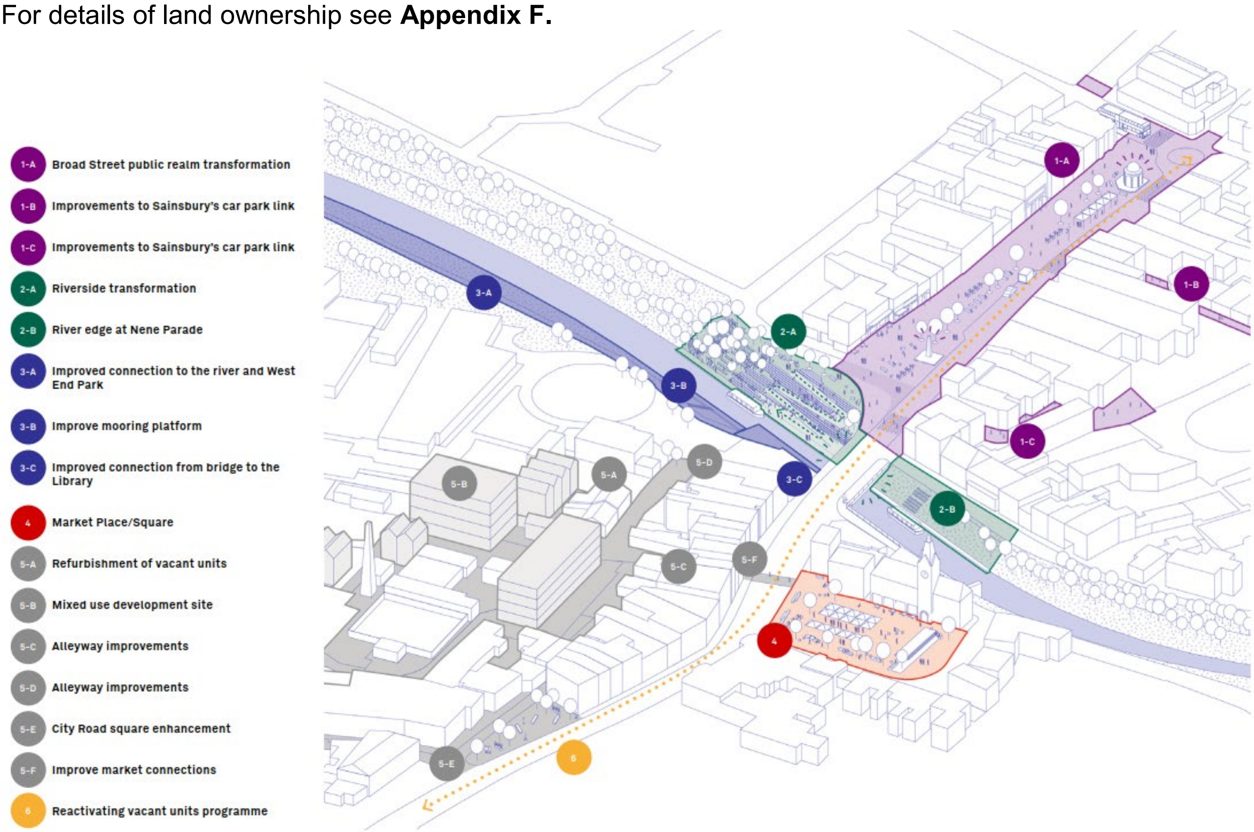
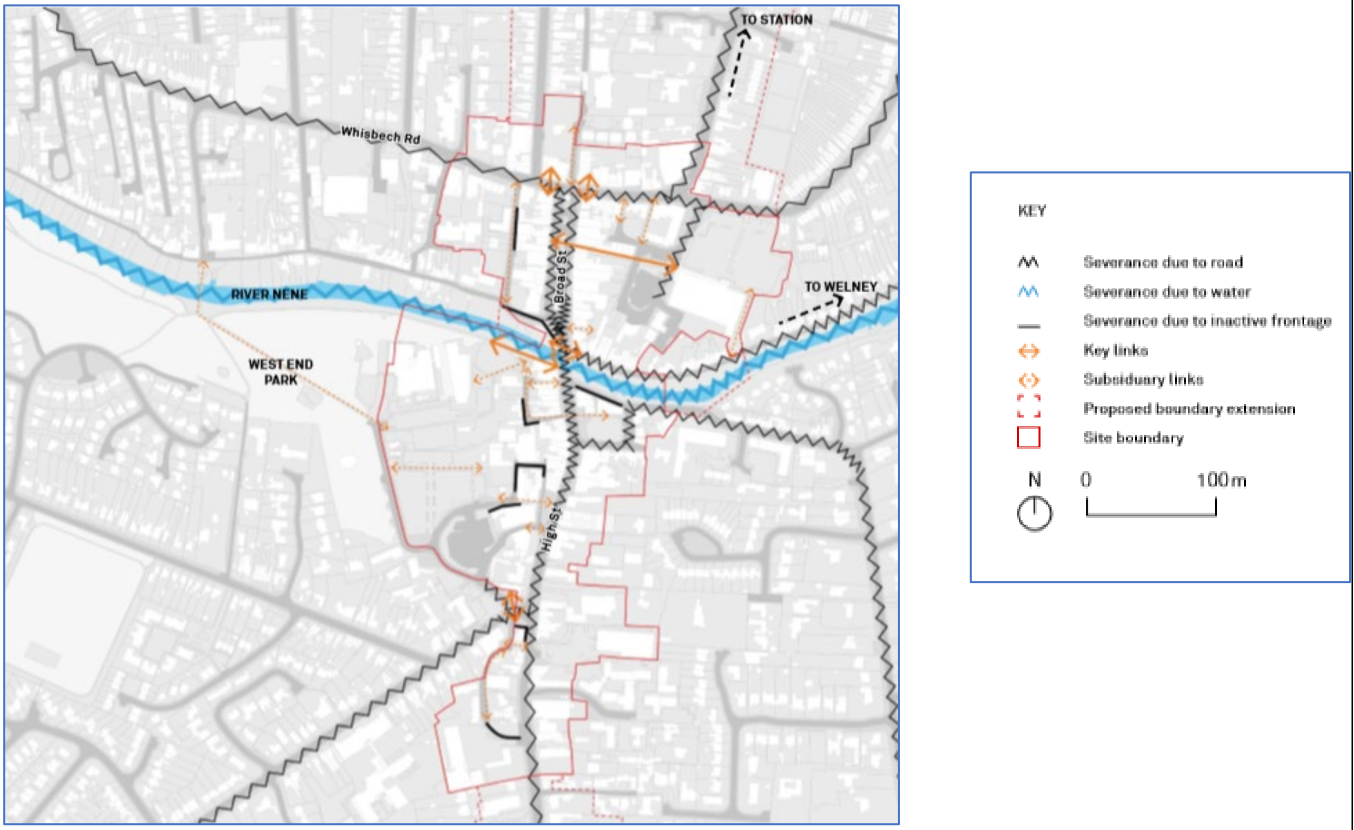


Figure 4: Severance issues in March Town Centre
This plan shows the extreme severance issues which run on both East to West and North to South axes.



Alignment with FHSF Core Objectives

The preferred option has been designed to respond to local challenges and the wider strategic objectives of the FHSF programme. These include:

- **'renew and reshape town centres'** – the programme includes proposals which will fundamentally change the way in which March functions as a town centre. This includes improvements in Broad Street which will improve pedestrian flow and footfall, changes in use which will support a 24-hour economy and support resilience, and improvements which will open up underused and derelict areas for commercial development.
- '**improve experience'** - the improvements to Broad Street, the Riverside, the Market Place and supporting public realm will ensure that existing custom is retained, while providing a new offer to businesses and the wider community. These improvements will be visual, environmental and experiential.
- **'drives growth'** – the changes will tackle the existing financial viability gap and release new opportunities for the private sector to re-invigorate the town centre. The provision of mixed use and residential space will drive footfall and dwell time, and help March capitalise on its unique historical and riverside assets.
- **'structural and significant'** – the interventions will change the way in which the town centre functions. These go beyond both 'surface level change' and 'beautification' and consist of important changes in form and land use. A detailed analysis of costing schedules provided by Stockdale QS shows that the proportion of FHSF funding allocated to 'beautification' is well below the fund's 5% maximum.

Why the investment is being made?

The FHSF investment will arrest the decline in March town centre and enable the area to make the most of its untapped potential. By itself, such investment would not (and has not been) forthcoming from the private sector because of viability and other issues. In addition, there is no other funding mechanism which could realistically drive the required public realm improvements. These proposals amount to a fundamental redesign of how the town centre functions as a retail, entertainment and residential hub. They will ensure growth and resilience and enable the town to surmount its physical and geographic constraints.

The following site will be acquired through the FHSF investment.

Land and/or Buildings to be acquired	Current use	Cost (FHSF)	Remediation /redevelopment cost	Intended future use
1, 2, 3-4, 5, 6 Acre Road & Market Premises, Acre Road	Vacant	£4.2m	Costs include site acquisition costs, planning costs, viability gap, public realm components, expressed as outturn. This will unlock £10.2m private sector match.	Mixed-use development

*What types of **physical infrastructure** is the <u>FHSF funding</u> required for? Please tick all that apply:*

Public transport, traffic management, road improvements and access improvements	✓	Public facilities (local government/ health/ education/ leisure)		Severance and connection	✓
Digital infrastructure		Utility network extension and capacity reinforcement		Public Realm Works	✓
Other (please provide details)					

Value for Money Assessment Summary

The table below provides a summary of the economic appraisal undertaken for the interventions proposed in March town centre.

Table 1 Value for Money Assessment Overview: Preferred Option Adjusted for Deadweight / Optimism Bias

Nominal Value of Benefits	£70.4m (£84.3m-£13.1m)
Present Value of Benefits	£40m (£47m-£7m)
Nominal Value of Costs	£12.7m
Present Value of Costs	£12.1m
Initial BCR (FHSF only	2.4
Initial BCR (FHSF + Co-funding)	3.3
Adjusted BCR (includes non-monetised bens)	2.9

Source: Table 8 (Appraisal Summary Table), Table 15 (Net Present Value Analysis)

When considering the total net present value of costs and benefits, the interventions are expected to generate a cost-benefit ratio of 2.4. This represents 'high value for money' - based on the guidelines provided in the Department for Transport Value for Money guidance, which considers a BCR of between 2 and 4 as representing a high value for money.

We have estimated the net private benefits using land value uplift associated with change of use as per MCHLG guidance. In this case the land value uplift reflects the economic efficiency benefits of converting land into more productive use. The MCHLG guidance also says that external costs and external benefits should be included in addition to the estimated net private impacts. This is important in the context of the FHSF due to the provision of public goods. The benefits can be measured as improvements in land values in the wider area. Our logic-chain is based on evidence from a number of studies. These suggest that:

- **Walking increases land values**. A review of literature suggests that retail and commercial values can rise between 10-30%.
- **Public realm improvements increase property prices and values**. A review of case studies suggests that well planned public realm can boost commercial trade and values by up to 40%.
- **Good urban design and quality green spaces increase property prices and rents**. In one study the latter raised rents by up to 20%. A 2016 study by CBRE on behalf of the Royal Institute of Chartered Surveyors found a strong link between placemaking and commercial values, with

commercial premium of up to 50% achievable on some new build sites.

Our core assumptions are conservative. Our model assumes that without the intervention, land values in March will keep pace with inflation. With intervention, there will be a small one off effect on land values (well below the impact noted in the case studies), and thereafter, local growth in land values will match national levels consistent with the those outlined in the MHCLG appraisal guidance (5% per annum).

Table 2 Key Milestones

Key Milestone	**Date**
Full Business Case Submission	May 2020
Re-structure and re-purpose FDC's Growing Fenland and FHSF Delivery Group & Develop Action Plan	September 2020
Secure external resources to support transition to delivery	September – November 2020
Convene a March Town Development Board	October 2020
Delivery of proposed projects *Detailed delivery timeline for individual projects can be seen in Appendix H*	November 2020 – March 2024
Projects Completed	April 2024
Monitoring & Evaluation	Annually throughout duration of project, concluding in March 2025.

The proposal is supported by a range of analysis and evidence, summarised in the main text, and included as a series of appendices:

- **Appendix A: Strategic Review** – a review of the strategic context around which our programme has been developed.
- **Appendix B: Opportunity Areas** – showcasing our proposals for March.
- **Appendix C: Options Appraisal** – showing our approach to shortlisting our preferred option.
- **Appendix D: March Town Centre Profile** – a review of the socio-economic performance of March town centre.
- **Appendix E: March Retail Evidence** – evidence relating to the recent performance of March's retail units.
- **Appendix F: Detailed Cost Plan**.
- **Appendix G: Acre Road** – viability and delivery review including the development appraisal
- **Appendix H: Proposed Timescales for Interventions** – our timetable for delivering our projects.
- **Appendix I: Fenland Corporate Risk Register** – the latest Corporate Risk Register for Fenland District Council.
- **Appendix J: Covid Q & A**
- **Appendix K: Community Consultation**

STRATEGIC CASE – *What we're doing, and why*

Background

March is an historic market town that sits at the centre of the Fenland District on the course of the River Nene. March's heritage is rooted in the railway and the town is well connected through local and regional transport networks. The 2009 Fenland Retail Study and 2019 Growing Fenland strategy identified March as one of Fenland's two major town centres, providing a range of facilities and services for an extensive rural catchment area.

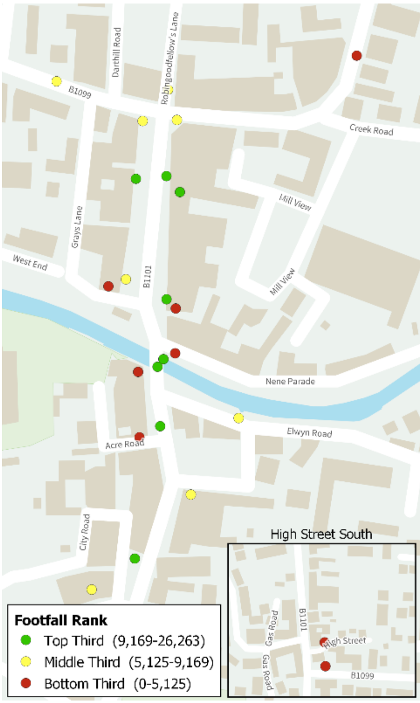
Currently March town centre does not function in a way that promotes resilience, diversification and economic growth. This is because there are significant severance and dislocation issues, combined with a hostile investment market. Property values are well below regional and national levels, and development appraisals prepared by independent specialists show a consistent viability gap for residential, retail and other uses.

Severance and Dislocation: Broad Street is the heart of March town centre. It bisects the town East to West and provides the only connection for traffic to cross the River Nene. However, Broad Street has three lanes of traffic, with a further two lanes for car parking. It has only limited crossing opportunities, and there is strong evidence that pollution and congestion actively discourages shoppers. The two pictures (left) show typical mid-week traffic conditions, highlighting the difficulty in crossing as well as the wider environmental degradation this is causing.

Traffic data collected as part of the March Area Transport Study revealed speeds of under 10mph both north and southbound through the centre of town. Comments from the Growing Fenland Market Town public consultation included "[at times] the town is grid locked" and noting "congestion through the middle of the town". Many people simply replied "traffic" when asked for the worst problem with March. Parked cars fill the middle of the street, and the road is dangerous, identified by the County Council as an accident cluster site. Between May 2007 and September 2012, nineteen accidents occurred on a stretch of road that is only 125m in length. This greatly reduces the walkability of this street, discouraging people from visiting and using the town centre.

This heavy traffic has a negative effect on local air quality. The twelve-month average concentration of NO_2 on Broad Street for 2018 was 39.59µg/m3, pushing the European Union's legal limit of 40µg/m3 (though note, these figures can be subject to revision). This pollution is produced by idling vehicles on this congested stretch of road.

The town centre is also hindered **by dislocation caused by the River Nene**. Running East to West - the river is inaccessible from pedestrian areas and separates the library and cultural areas from the shops in Broad Street. The picture (left) shows how inaccessible the riverfront is from the main shopping areas, with access and views blocked by a toilet block and pedestrian shelters. All traffic and footfall is forced to cross the River Nene via Broad Street which creates an acute pinch point in the town centre. The town centre does not currently capitalise on this characteristic, where people are forced into close proximity to what could potentially be a significant social and environmental focus for the town. Footfall data for March town centre shows this trend, with a high



proportion of footfall along Broad Street and not across the rest of the town centre. This data shows there is an average of 8,090 visiting March town centre during the daytime and 2,727 in the evening.

The **investment environment** in March is not conducive to private sector-led regeneration. There is a limited evening economy offering and there are few national multiple retailers located in the town. The hospitality and leisure offers are also poor, and the available first floor space on Broad Street and beyond has failed to attract residents or businesses. Vacancy rates for the area reinforce the impression that retail is struggling. There are several vacant, highly visible properties that have fallen into disrepair and become eyesores, including the old indoor market in Acre Road and old auction house at the top of Broad Street. The evidence provided in the independent retail review shows rents have reduced over the past few years. For example, Holland & Barrett negotiated a rent reduction from £27,500 pa to £20,000 pa when they agreed to remove a break clause from their lease in 2013. The same review shows that no prime high street retail investments have traded in the recent past. According to CoStar, retail vacancy levels are now well above national levels.

Retail Vacancies by Area

Source: CoStar Property Database

Without investment, the reference case for the town centre will be a continued downward trajectory. These challenges outline the strategic need for investment in March. Information asymmetries and abnormal costs, coordination failures and positive externalities mean that there are multiple market failures which currently prevent these challenges from being addressed (more information on specific market failures is provided below). The FHSF can address these market failures, deliver transformational change to the town centre and help to curate a thriving place where people want to live, work and visit.

Our Proposed Projects

We have selected the following projects to best respond to the challenges mentioned above:

Table 3 Our Proposed Projects

Project	Description
Transformation of Broad Street	This project will transform Broad Street from an area dominated by traffic and parking into a major new public space. The removal of one side of the carriageway in the centre of March will deliver an improved pedestrian and cycle experience, support surrounding uses, celebrate landmarks and reduce the dominance of the road. **FHSF Cost: £2.8m** **Public Sector Match: £0m** **Private Match: £0m**
Opening up the Riverside	This project will reconnect March town centre to the River Nene by opening up views and delivering new banked seating down to the water's edge to increase idle time. It will capitalise on the presence of an attractive watercourse running right through the centre of town just as so many other towns have. The project will enhance the river's offer through improvements to the riverbanks and through activation such as wayfinding and seating. **FHSF Cost: £1.8m** **Public Sector Match: £0m** **Private Match: £0m**
Redeveloping the Market Place	This project create a new market square with improved infrastructure to support the town's market offer. This will provide a new platform for events to link with current activities in the Town Hall and help to bring more life into the town centre. **FHSF Cost: £1.2m** **Public Sector Match: £0m** **Private Match: £0m**
Acre Road Regeneration	This project will unlock a major development site within the town centre, which has the potential to deliver a transformative mixed-use scheme to densify activity in the area. The project will deliver a planning application and acquire land in order to unlock the site. Associated accessibility improvements. (£4.2m) and deliver associated connectivity requirements (£0.74m).

	• **FHSF Cost: £4.95m** • **Public Sector Match: £0m** • **Private Match: £10.2m** • **Outputs: 1,045 sqm employment floorspace, 20 new dwellings, 71 gross jobs, 44 net jobs and £2.7m GVA.**
Reactivating Vacant Units & Flats Over Shops Programme	This project will upgrade and repurpose key vacant units across the town centre which currently create a negative image and represent wasted opportunities for new residential and commercial activity. The project will introduce a local grant based scheme designed to incentivise to conversion of space over shops to residential use. • **FHSF Cost: £0.7m** • **Public Sector Match: £0m** • **Private Match: £0.3m** • **Outputs: 1,148sqm employment floorspace, 14 new dwellings, 66 gross jobs, 41 net jobs and £2.5m GVA.**

Full details of our proposals are available in **Appendix B**. Total cost for the FHSF is estimated at **£11.3m.**

Socio Economic Context

The Cambridgeshire and Peterborough Combined Authority has committed to doubling the economic output of the region by 2040 (Growing Fenland Strategy, 2019). By defining three distinct sub-economies in the Combined Authority area – Greater Cambridgeshire, Greater Peterborough, and the Fens – the Cambridgeshire and Peterborough Independent Economic Review (CPIER) underlined the need to design development plans that consider local contexts, assets and challenges. This is especially imperative for the Fens. The Fens are a network of market towns, including March, that are characterised by favourable environmental conditions which help drive the area's key industries of agriculture, specialised manufacturing and tourism. Market towns have historically served as hubs for commerce and remain central destinations for work, retail and leisure for local rural communities. A full review of policies relevant to this proposal can be found in Appendix A.


CAMBS TIMES

Marshalls of March to close: End of an era as town's sports shop to shut after over 100 years in business

Jane Frusher has worked at Marshalls since it turned into a sports and leather goods shop in the 1970s, before taking full control of the business.

Customers filtered through the door to make the most of time remaining, as the Broad Street outlet is set to become a Turkish barber in February after securing a deal last year.

"People don't shop in shops anymore as much as they used to because of online," Ms Frusher said.

"It is not competing with the online market, but it's getting people into small towns to shop in shops, plus we have got such high overheads, which is another thing.

The 2019 Index of Multiple Deprivation (IMD) shows that Fenland exhibits higher deprivation levels relative to the rest of England, with about 78% of lower super output areas (LSOAs) in the district being between the 10% and 50% most deprived in England (Figure 3). In March, the corresponding figure is even higher, with 92% of LSOAs between the 10% and 50% most deprived in England.

The March economy has been showing signs of stagnation. Employment in March remained constant at 8,000 jobs between 2015 and 2018 and it is largely in low value sectors. The largest employment sectors are manufacturing (11%), retail (10%), public administration & defence (10%) and health (10%). Young people from March grow up and tend to leave the town, with the Growing Fenland Strategy (2019) identifying that post-16 employment opportunities are limited and there is a mismatch between local jobseekers and employers in the town. Further economic evidence relating to March's recent performance can be found in Appendix D.

There were 700 businesses recorded in March in 2019, a 5% increase over 2016. While business administration & support services experienced the highest business base growth since 2016 (22%), **notable contractions were seen in retail (-22%) and wholesale (-20%).**

The socio-economic analysis summarised above clearly demonstrates that March meets the criteria established in the Treasury approved **Rebalancing Toolkit**. In particular it shows that the proposed projects are expected to have impacts in an area of local or regional deprivation and below average productivity

MHCLG Intervention and Market Failure

There are a number of key issues facing March town centre. There is a specific need for MHCLG funding to enable the delivery of town centre improvements to address a number of market failures that exist at present.

There are important social benefits that arise from the creation of new public realm, the creation of new residential and retail space and new job opportunities. In short, the potential economic and social benefits of improvements to March town centre, to develop its profile, usage and image will be greater than the benefits that can be captured by individual developers. Formally, this reflects a **positive externality**.

In addition, the private benefits of rural town centre investment are inherently **uncertain**. Investments in such properties are unique, with each scheme differing according to building characteristics, scale of work required and local setting. Given this, investors relying on external private finance have been unable to effectively demonstrate the potential financial returns that could be achieved. This reflects **information failures or asymmetries.**

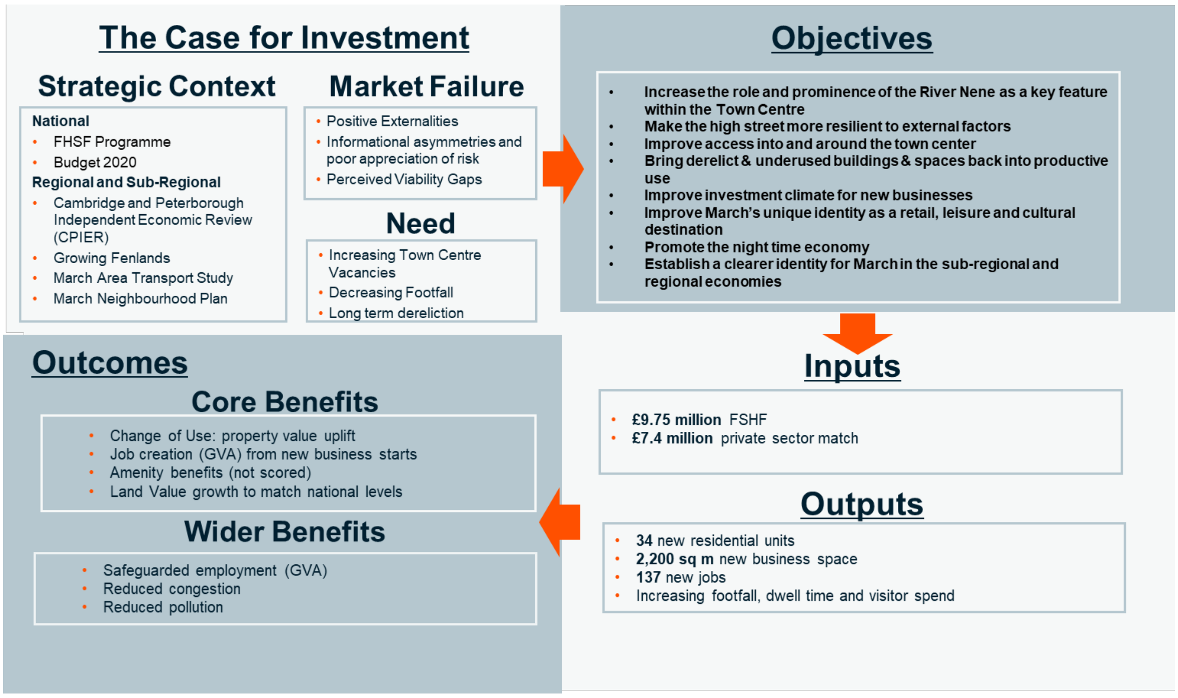
There is also a range of **coordination failures** that will limit investment in historic town centres. Coordination failures can occur where there may be a number of derelict or underused premises in close proximity under different ownerships (i.e. Acre Road). While the benefits associated with each individual investment may be small, their combined impact will have a disproportionately positive impact on the town centre. However, there is often no mechanism in place for coordinating investment and, given the issues associated with existing land values, land owners are often reluctant to sell. The FHSF provides an opportunity to incentivise landowners to act in a coordinated way and maximise the potential benefits.

The FHSF provides an opportunity to unlock investments in these locations that have the potential to deliver a range of benefits beyond a financial return to the current land owner. Fenland District Council is committed to taking the lead in redeveloping the town centre with value-adding interventions that could not be taken forward by the private sector.

Objectives and Logic Model

Our vision for March is to make the town centre a more engaging and attractive space to meet, dine, shop and share experiences. March needs to play a more prominent role within Fenland's economy, and be seen as a place people want to visit and spend time in. It is also important to ensure that March becomes a more sustainable town centre in the long-run. The local population is ageing, presenting particular challenges for the town, which can in part be addressed through making the town centre a more vibrant and popular place.

By developing a greater diversity of uses alongside more accessible and attractive public space, it is expected this will attract higher-value cultural, retail and leisure uses, thereby attracting more people into the town centre. Doing so will ensure that March becomes a resilient market town, which can adapt to irreversible global trends (such as online shopping). Our approach focuses on reshaping March for the 21st century – knowing that people still want to meet up in person in towns, but that the way they do so is changing.



As we have developed our proposals, a number of key objectives and critical success factors have been identified, which are seen as being fundamental to the success of any interventions. These are captured in the logic model above.

Stakeholder Issues

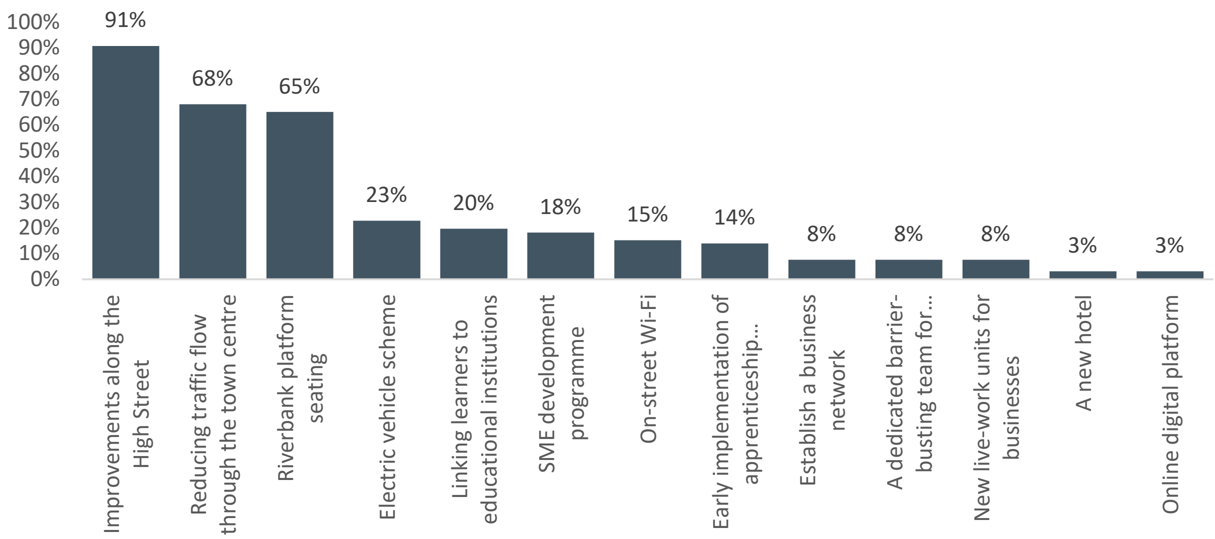
A range of stakeholders have been engaged throughout the development of the critical success factors and development of projects. Key partners that have been involved to date include:

- Fenland District Council members
- Senior officials and the Steering Group at Fenland District Council
- Cambridgeshire and Peterborough Combined Authority
- Cambridgeshire County Council – members, leader and officers
- The March Area Transport Study Board and Consultants (Skanska)
- March Town Council
- Middle Level Commissioners (River Nene Navigation Authority)

The organisations listed above have given their support to the proposals developed for March town centre. The Growing Fenland report for March town centre (2019) undertook detailed community consultation to identify key themes that local residents and visitors felt required attention within the town. The main improvements identified by local residents was the potential to do more with the high street and market place, addressing traffic and congestion, generally improving the quality and appeal and tackling some of the derelict buildings across the town. The graph below shows the proportion of residents who identified a particular intervention as being in their top three most important projects for the town.

Three ideas were particularly prominent through this consultation exercise: a need to improve the high street (91%), reducing the traffic flow through the town centre (68%) and riverbank platform seating (65%). Our five projects will address all of these points. We have also held a wide ranging community consultation (**Appendix K**).

Figure 4 - Favourite Ideas from Growing Fenland Community Consultation in March Town Centre



Source: Growing Fenland: March: A Destination Market Town; Market Town Masterplan, 2019

Dependencies and Constraints

Fenland District Council is currently working with Cambridgeshire County Council, Cambridgeshire and Peterborough Combined Authority and March Town Council to develop a March Area Transport Study, which is addressing plans for the town centre transport infrastructure. This has ambitions to make the town centre more walkable and reduce congestion along Broad Street. The FHSF proposals developed are consistent with those being developed as part of the Transport Study, and members of the project team have consulted extensively with the Area Transport Board.

The private sector co-funding elements relate to development sites at Acre Road (for the Acre Road Regeneration Project) and the Re-activating Vacant Units Programme. Details of the proposed procurement and market strategy are related to these sites are provided in the Commercial Case, along with an assessment of criticalities. Memoranda of Understanding with all public sector partners have been signed and are available for inspection. There are no other public sector funding requirements dependent on any further financial approvals.

Key Risks

There are some land ownership issues to be addressed, principally around the Acre Road site (further details of these are provided in **Appendix G**).

Data Protection
We confirm we have consulted the Data Protection Compliance Manager (DPCM) and considered requirements under the General Data Protection Regulation and Data Protection Act 2018 including the need for a Data Protection Impact Assessment. We acknowledge that you will share this business case with other government departments where relevant, with third parties providing advice and assessment services to the FHSF and with the High Streets Task Force in all cases on a confidential basis. .☒ *[Check this box to indicate 'Yes'. Failure to address data protection could delay approval of the business case. Further information can be found here]*

FINANCIAL CASE - *How much it will cost, and how it will be funded*

The purpose of this section is to set out the forecast financial implications of the preferred option as set out in the economic case section. The Financial Case and the associated budgets have been prepared using development cost estimates provided by Stockdale quantity surveyor consultants. They have used similar benchmarking projects and industry standard techniques. These costs detail the site acquisition costs, construction costs, professional fees and marketing, letting and operational costs.

Our proposals request a total of £11.3m investment from the Future High Streets Fund. The programme of activity suggested in our preferred option would leverage £10.5m private sector funding, and regenerate new and existing, office, retail and residential space. Given resource constraints at Fenland District Council (as discussed in the Management Case), there will be a need for resource to oversee the development of the projects. This would lead to additional procurement, professional and other management costs. These are estimated to be 5% of the overall value of the projects being funded by FHSF. Costs presented in the Financial Case are outturn (i.e. reflect expected cost price inflation). 2% inflation has been applied, in line with the Bank of England's target rate of inflation.

The Financial Case sets out all the proposed costs of the development programme, including all the capital costs needed to deliver the scheme. The programme is affordable within the context of the total scale of the Future High Streets Fund, the clear strategic alignment of the programme with Future High Streets Fund objectives, and the overall benefits and value that the programme is expected to deliver and fund.
The costs comprise:

- Capital costs of £21.81 million, of which £11.3m is investment from the Future High Streets Fund.
- Monitoring and Evaluation costs of £5,000 per year for the first five years, which will fund officer time as well as annual footfall surveys. This will permit a Level 2 evaluation consistent with requirements outlined in the recently released MHCLG FHSF Evaluation Guidance.

A full breakdown of the costs is provided below. More detailed information relating to the financial breakdown of the major projects proposed is also provided in **Appendix F**.

Financial profile (preferred option – Option 3)
The financial case of the preferred option is shown below. The projects included in the preferred option include:

- Broad Street improvements
- Riverside North & South Interventions
- Market Place improvements
- Acre Road regeneration
- Reactivating Vacant Units & Flats Over Shops Programme

More detail on these projects is provided in **Appendix B**.

Table 4 Financial Profile of Preferred Option

	19/20	*20/21*	*21/22*	*22/23*	*23/24*	*Beyond*	***Total***
Future High Streets Fund	£-	£1,764,525	£3,827,887	£5,387,516	£347,020	£-	**£11,326,949**
Match-Funding from Private Sector	£-	£-	£-	£5,188,293	£5,292,059	£-	**£10,480,351**
Monitoring and Evaluation costs including staff costs	£-	£5,000	£5,000	£5,000	£5,000	£5,000	**£25,000**
TOTAL	**£-**	**£1,769,525**	**£3,832,887**	**£10,580,809**	**£5,644,079**	**£5,000**	**£21,832,300**

Indicative Financial Breakdown – Five Year Profile

Figure 5 – Indicative Five-Year Financial Profile

Package	Project Interventions	Funding	2020/21 Year 1	2021/22 Year 2	2022/23 Year 3	2023/24 Year 4	2024/25 Year 5	Total
Package 1: Broad Street	1-A: Broad Street public realm improvements	FHSF	£ 210,000	£ 1,168,461	£ 1,179,814	£ -	£ -	£ 2,558,275
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ 210,000	£ 1,168,461	£ 1,179,814	£ -	£ -	£ 2,558,275
	1-B: Pavement improvements to Sainsbury's car park link	FHSF	£ 70,875	£ -	£ -	£ -	£ -	£ 70,875
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ 70,875	£ -	£ -	£ -	£ -	£ 70,875
	1-C: Pavement improvements to Sainsbury's car park link	FHSF	£ -	£ -	£ 147,477	£ -	£ -	£ 147,477
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ -	£ -	£ 147,477	£ -	£ -	£ 147,477
Package 2: Riverside North	2-A: Riverside Intervention	FHSF	£ -	£ 607,257	£ 619,402	£ -	£ -	£ 1,226,659
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ -	£ 607,257	£ 619,402	£ -	£ -	£ 1,226,659
	2-B: River edge at Nene Parade	FHSF	£ 165,900	£ -	£ -	£ -	£ -	£ 165,900
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ 165,900	£ -	£ -	£ -	£ -	£ 165,900
Package 3: Riverside South	3-A: Improved connection to the river and West End Park	FHSF	£ -	£ 88,143	£ -	£ -	£ -	£ 88,143
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ -	£ 88,143	£ -	£ -	£ -	£ 88,143
	3-B: Improve mooring platform	FHSF	£ -	£ 48,945	£ -	£ -	£ -	£ 48,945
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ -	£ 48,945	£ -	£ -	£ -	£ 48,945
	3-C: Improve connection from bridge to library garden	FHSF	£ -	£ -	£ 111,973	£ 114,213	£ -	£ 226,186
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ -	£ -	£ 111,973	£ 114,213	£ -	£ 226,186
Package 4: Market Square	4: Market Place/Square	FHSF	£ 1,155,000	£ -	£ -	£ -	£ -	£ 1,155,000
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ 1,155,000	£ -	£ -	£ -	£ -	£ 1,155,000
Package 5: Acre Road & Backlands	5-A & 5-B: Mixed Use Development & Refurbishment of vacant units	FHSF	£ -	£ 1,114,045	£ 3,100,608	£ -	£ -	£ 4,214,653
		Private Sector	£ -	£ -	£ 5,032,233	£ 5,132,877	£ -	£ 10,165,110
		Total	£ -	£ 1,114,045	£ 8,132,840	£ 5,132,877	£ -	£ 14,379,763
	5-C: Alleyway improvements	FHSF	£ -	£ 206,168	£ -	£ -	£ -	£ 206,168
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ -	£ 206,168	£ -	£ -	£ -	£ 206,168
	5-D: Alleyway improvements	FHSF	£ -	£ 206,168	£ -	£ -	£ -	£ 206,168
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ -	£ 206,168	£ -	£ -	£ -	£ 206,168
	5-E: City Road square enhancement	FHSF	£ -	£ 164,934	£ -	£ -	£ -	£ 164,934
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ -	£ 164,934	£ -	£ -	£ -	£ 164,934
	5-F: New crossing to market square	FHSF	£ 162,750	£ -	£ -	£ -	£ -	£ 162,750
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ 162,750	£ -	£ -	£ -	£ -	£ 162,750
Town Centre Wide	Vacant Units Activation Programme	FHSF	£ -	£ 223,768	£ 228,243	£ 232,808	£ -	£ 684,818
		Private Sector	£ -	£ -	£ 156,060	£ 159,181	£ -	£ 315,241
		Total	£ -	£ 223,768	£ 384,303	£ 391,989	£ -	£ 1,000,060
Total		FHSF	£ 1,764,525	£ 3,827,887	£ 5,387,516	£ 347,020	£ -	£ 11,326,949
		Private Sector	£ -	£ -	£ 5,188,293	£ 5,292,059	£ -	£ 10,480,351
		Total	£ 1,764,525	£ 3,827,887	£ 10,575,809	£ 5,639,079	£ -	£ 21,807,300

Financial profile (option 1 – Do Nothing / Reference Case)
There would be no costs associated with the do nothing / reference as no Future High Street funding would be obtained and therefore no projects undertaken.

Financial profile (option 2 – Do Minimum)
The total capital costs for the do minimum option would be £6.1m, of which £6.1m is from Future High Streets Fund investment and £25,000 for monitoring and evaluation costs. The projects included in the do minimum option include:

- Broad Street Improvements
- Riverside North & South Interventions
- Market Place Improvements

More detail on these projects is provided in **Appendix B**.

Table 5 Financial Profile of Do Minimum Option

	19/20	20/21	21/22	22/23	23/24	Beyond	Total
Future High Streets Fund	£-	£1,827,525	£2,490,075	£1,799,216	£-	£-	£6,116,816
Match-Funding from Private Sector	£-	£-	£-	£-	£-	£-	£-
Monitoring and Evaluation costs including staff costs	£-	£5,000	£5,000	£5,000	£5,000	£5,000	£25,000
TOTAL	£-	£1,832,525	£2,495,075	£1,804,216	£5,000	£5,000	£6,141,816

Financial profile (option 4 – Do Maximum)
The total capital costs for the Do Maximum option would be £24.5m, of which £14.1m is from Future High Streets Fund investment, £10.5m from private sector investment and £25,000 for monitoring and evaluation costs. The Do Maximum option includes all of those projects included in the Preferred Option in addition to the following projects:

- Barclays Bank site
- High Street South interventions

More detail on these projects is provided in **Appendix B**.

Table 6 Financial Profile of Do Maximum Option

	19/20	20/21	21/22	22/23	23/24	Beyond	Total
Future High Streets Fund	£-	£2,243,325	£4,315,192	£5,420,289	£1,212,807	£883,102	£14,074,715
Match-Funding from Private Sector	£-	£-	£-	£5,188,293	£5,292,059	£-	£10,480,352
Monitoring and Evaluation costs including staff costs	£-	£5,000	£5,000	£5,000	£5,000	£5,000	£25,000
TOTAL	£-	£2,248,325	£4,320,192	£10,613,582	£6,509,866	£888,102	£24,580067

Co-Funding & Risk of Private Sector Involvement

The private sector co-funding elements relate to development sites at Acre Road and the reactivation of vacant units and Flats over Shops programme. Details of the proposed procurement and market strategy are related to these sites are provided in the Commercial Case, along with an assessment of criticalities. We confirm that there are no other public sector funding requirements dependent on any further financial approvals.

Beautification Proposals – significantly under 5% threshold
Throughout the development of proposals for March town centre, we have been mindful of the criteria set out within the Future High Street Fund prospectus. Our projects seek to create transformative structural change in March town centre, creating an attractive and vibrant place where residents and visitors are able to spend more time enjoying the high street experience.

Major structural transformation is expected to be delivered along Broad Street, Riverside North and in the Market Place. Given the importance of these assets in creating a visibly appealing town centre our bid includes an element of beautification to support the structural change taking place. Out of all the proposed projects within our Preferred Option, beautification projects account for just £163,800 of spend in Broad Street, £78,500 in Riverside North and £76,300 in the Market Place. Of the total Future High Streets Fund investment**, this accounts for only 2.8% of the funding amount - well under the threshold set (5%) within the guidance.**

Acre Road Proposals

The regeneration of the Acre Road area will be a significant development that will be delivered over a three-year period. The complexity of this delivery timescale means that the cash flow of this project has been considered in more detail. The table below provides the expected cash flow of the Acre Road development.

Cost Plan for Acre Road Development Opportunity (£000s)

	2021/22				2022/23				2023/24			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Land Drawdown	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Planning	-£ 191	-£ 331	-£ 200	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Site Preparation	£ -	£ -	-£ 71	-£ 29	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Construction Costs	£ -	£ -	-£ 49	-£ 905	-£ 2,073	-£ 2,333	-£ 1,811	-£ 319	£ -	£ -	£ -	£ -
Other Construction	£ -	£ -	-£ 3	-£ 53	-£ 110	-£ 138	-£ 127	-£ 38	£ -	£ -	£ -	£ -
Professional Fees	-£ 16	-£ 39	-£ 54	-£ 58	-£ 53	-£ 44	-£ 30	-£ 8	£ -	£ -	£ -	£ -
Profit	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	-£ 1,631
Sales	£ -	£ -	£ -	£ -	£ -	£ -	£ 1,059	£ 2,042	£ 2,193	£ 2,193	£ 1,393	£ 331
Sales/Letting Fees	£ -	£ -	£ -	£ -	£ -	-£ 21	-£ 39	-£ 52	-£ 50	-£ 46	-£ 29	-£ 7
Cash Flow	-£ 206	-£ 371	-£ 377	-£ 1,046	-£ 2,237	-£ 2,535	-£ 949	£ 1,629	£ 2,143	£ 2,149	£ 1,367	£ 1,306
Interest Expense at 6%	-£ 1	-£ 5	-£ 11	-£ 18	-£ 42	-£ 78	-£ 116	-£ 118	-£ 87	-£ 56	-£ 27	-£ 5
Revenue Balance from Sales	£ -	£ -	£ -	£ -	£ -	£ -	£ 456	£ 1,916	£ 2,055	£ 2,092	£ 1,340	£ -
Equity Investment from Sales	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Equity Dividend	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Balance at End	£ -	£ -	£ -	£ -	£ -	£ -	£ 456	£ 1,916	£ 2,055	£ 2,092	£ 1,340	£ -
Balance at Start	-£ 177	-£ 931	-£ 2,251	-£ 3,601	-£ 8,301	-£ 15,551	-£ 23,109	-£ 23,539	-£ 17,388	-£ 11,185	-£ 5,266	-£ 991
Drawdown after Equity Investme	£ 208	£ 375	£ 330	£ 1,063	£ 2,278	£ 2,613	£ 1,520	£ 405	£ -	£ -	£ -	£ 1,311
Repayment	£ -	£ -	£ -	£ -	£ -	£ -	-£ 456	-£ 1,916	-£ 2,055	-£ 2,092	-£ 1,340	£ -
Balance at End	-£ 385	-£ 1,306	-£ 2,638	-£ 4,665	-£ 10,579	-£ 18,164	-£ 24,174	-£ 22,027	-£ 15,333	-£ 9,093	-£ 3,926	-£ 2,302

Financial Controls

All income and expenditure will be recorded in Fenland District Council's financial systems and identifiable as programme-related transactions. All financial controls and procedures required by the FHSF programme are already in operation. Internal and external reporting will comply with the monthly and annual financial cycles already operating within the District Council.

Financial risks

The following financial risks could affect FHSF project in March:

- Market appetite for released land and sites does not materialise.
    - Mitigation – monitor market conditions (see Commercial Case) undertake soft market testing in line with public procurement procedures
- Existence of small unregistered parcels of land complicates acquisition process.
    - Mitigation - land ownership pattern already established and outlined in Commercial Case. Initial discussions with landowners have already occurred.
- Capital costs exceed initial estimates.
    - Mitigation – capital costs have been prepared by a professional quantity surveying practice. Appropriate contingencies have been included. Costs for the public realm and highways components have been agreed with County Council Highways colleagues.

The most significant risk affecting the proposal is the current uncertainty facing market engagement in the Acre Road development site. Currently, public sector investment in this scheme is scheduled for 2021/22, with sales crystallising in the third quarter of 2022-23. With the exception of the Vacant Units & Flats Over Shops programme, **all other components of the Preferred Option are not subject to market risk and are tested in the Do Minimum Option above (Table 5)**.

If we assume that market uncertainty delays the purchase and build-out of Acre Road by 12 months, the following programme summary results. In summary, a 12 month delay in the Acre Road programme will result in just over £47,000 extra public sector costs (Table 5.a below). These are costs which are subject to further inflationary increases.

Table 5.a Indicative Financial Breakdown – Five Year Profile (Acre Road Delayed One Year

Package	Project Interventions	Funding	2020/21 Year 1	2021/22 Year 2	2022/23 Year 3	2023/24 Year 4	2024/25 Year 5	Total
Package 1: Broad Street	1-A: Broad Street public realm improvements	FHSF	£ 210,000	£ 1,168,461	£ 1,179,814	£ -	£ -	£ 2,558,275
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ 210,000	£ 1,168,461	£ 1,179,814	£ -	£ -	£ 2,558,275
	1-B: Pavement improvements to Sainsbury's car park link	FHSF	£ 70,875	£ -	£ -	£ -	£ -	£ 70,875
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ 70,875	£ -	£ -	£ -	£ -	£ 70,875
	1-C: Pavement improvements to Sainsbury's car park link	FHSF	£ -	£ -	£ 147,477	£ -	£ -	£ 147,477
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ -	£ -	£ 147,477	£ -	£ -	£ 147,477
Package 2: Riverside North	2-A: Riverside Intervention	FHSF	£ -	£ 607,257	£ 619,402	£ -	£ -	£ 1,226,659
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ -	£ 607,257	£ 619,402	£ -	£ -	£ 1,226,659
	2-B: River edge at Nene Parade	FHSF	£ 165,900	£ -	£ -	£ -	£ -	£ 165,900
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ 165,900	£ -	£ -	£ -	£ -	£ 165,900
Package 3: Riverside South	3-A: Improved connection to the river and West End Park	FHSF	£ -	£ 88,143	£ -	£ -	£ -	£ 88,143
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ -	£ 88,143	£ -	£ -	£ -	£ 88,143
	3-B: Improve mooring platform	FHSF	£ -	£ 48,945	£ -	£ -	£ -	£ 48,945
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ -	£ 48,945	£ -	£ -	£ -	£ 48,945
	3-C: Improve connection from bridge to library garden	FHSF	£ -	£ -	£ 111,973	£ 114,213	£ -	£ 226,186
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ -	£ -	£ 111,973	£ 114,213	£ -	£ 226,186
Package 4: Market Square	4: Market Place/Square	FHSF	£ 1,155,000	£ -	£ -	£ -	£ -	£ 1,155,000
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ 1,155,000	£ -	£ -	£ -	£ -	£ 1,155,000
Package 5: Acre Road & Backlands	5-A & 5-B: Mixed Use Development & Refurbishment of vacant units	FHSF	£ -		£ 1,136,326	£ 3,162,620	£ -	£ 4,298,946
		Private Sector	£ -		£ -	£ 5,132,877	£ 5,235,535	£ 10,368,412
		Total	£ -		£ 1,136,326	£ 8,295,497	£ 5,235,535	£ 14,667,358
	5-C: Alleyway improvements	FHSF	£ -		£ 210,291	£ -	£ -	£ 210,291
		Private Sector	£ -		£ -	£ -	£ -	£ -
		Total	£ -		£ 210,291	£ -	£ -	£ 210,291
	5-D: Alleyway improvements	FHSF	£ -		£ 210,291	£ -	£ -	£ 210,291
		Private Sector	£ -		£ -	£ -	£ -	£ -
		Total	£ -		£ 210,291	£ -	£ -	£ 210,291
	5-E: City Road square enhancement	FHSF	£ -		£ 168,233	£ -	£ -	£ 168,233
		Private Sector	£ -		£ -	£ -	£ -	£ -
		Total	£ -		£ 168,233	£ -	£ -	£ 168,233
	5-F: New crossing to market square	FHSF	£ 162,750	£ -	£ -	£ -	£ -	£ 162,750
		Private Sector	£ -	£ -	£ -	£ -	£ -	£ -
		Total	£ 162,750	£ -	£ -	£ -	£ -	£ 162,750
Town Centre Wide	Vacant Units Activation Programme	FHSF	£ -	£ 223,768	£ 228,243	£ 232,808	£ -	£ 684,818
		Private Sector	£ -	£ -	£ 156,060	£ 159,181	£ 5,235,535	£ 5,550,776
		Total	£ -	£ 223,768	£ 384,303	£ 391,989	£ -	£ 1,000,060
Total		**FHSF**	**£ 1,764,525**	**£ 2,087,629**	**£ 4,012,049**	**£ 3,509,640**	**£ -**	**£ 11,373,843**
		Private Sector	**£ -**	**£ -**	**£ 156,060**	**£ 5,292,059**	**£ 5,235,535**	**£ 10,683,654**
		Total	**£ 1,764,525**	**£ 3,827,887**	**£ 4,168,109**	**£ 8,801,699**	**£ 5,235,535**	**£ 23,797,755**

ECONOMIC CASE – *Our options and the extent to which they provide VFM*

Introduction & Project Summary

The investment of £11.3m of Future High Streets Funding is required to create transformative change in March town centre. This will create fundamental structural changes to March town centre, which will make it a more attractive, productive and visited town centre. The economic case has been developed in accordance with the requirements of HM Treasury's Green Book (A Guide to Investment Appraisal in the Public Sector) and the Future High Streets Fund (FHSF) guidance. Our five transformational projects are:

- **A dramatic intervention to transform Broad Street**
- **Opening up the Riverside areas to improve visibility and access**
- **Redeveloping the historic Market Place**
- **Acre Road Regeneration**
- **Reactivating vacant units & Flats Over Shops programme**

Table 7: Summary of Land Value Uplift

Land value uplift	**Preferred Option (NPV, 2019/20 prices)**
Commercial (change of use)	£155,203
Residential (change of use)	£663,531
Wider Area Based Uplift	£46,165,259

Table 8: Appraisal Summary Table

NPV, 2019/20 prices)		**Do Min Option**	**Preferred Option**	**Do Max Option**
Benefits for "Initial" or "Central" BCR				
Land value uplift (change of use)		£0m	£0.8m	£0.8m
Land Value Uplift (Area based)		£15.2	£39.2m	£39m
Transport benefits		£0m	£0m	£0m
Other		£0m	£0m	£0m
Total benefits for Initial BCR	A	£15.2m	£40.0m	£40m
Benefits for "Adjusted" BCR				
GVA Generated		£0m	£5.2m	£5.8m
Total benefits for Adjusted BCR	B	£0m	£5.2m	£5.8m
FHSF cost	C	£6.7m	£12.1m	£14.9m
Co-funding local authority cost (including borrowing)	D	£0m	£0m	£0m
Total cost (FHSF + Co-funding)	E	£6.7m	£12.1m	£14.9m
Private sector funding	F	£0m	£10.5m	£10.5m
Initial BCR (FHSF only)	(A-D-F)/C	2.3	2.4	2.0
Initial BCR (FHSF + Co-funding)	(A/E)	2.3	3.3	2.7

Adjusted BCR (includes non-monetised benefits)	(A+B–F)/E	2.3	2.9	2.4

Appraisal Assumptions:

This appraisal follows the Treasury Green Book (2014). The relevant costs and benefits (those that can be affected by the decision at hand) to government and society of all options have been valued, and the net benefits/costs calculated. Optimism bias has also been applied to the capital costs to address the tendency for project appraisers to be overly optimistic.

Costs/benefits are based on normal market prices, while wider social costs/benefits for which there is no market price have been included where possible. This allows for a more transparent comparison of results between options to help select the best. Although it is important to avoid being spuriously accurate, the use of the most robust data and assumptions is a central focus throughout the appraisal.

We have estimated the net private benefits using land value uplift associated with change of use as per MHCLG guidance. In this case the land value uplift reflects the economic efficiency benefits of converting land into more productive use. The MHCLG guidance also says that external costs and external benefits should be included in addition to the estimated net private impacts. This is important in the context of the FHSF due to the provision of public goods. The benefits can be measured as improvements in land values in the wider area. Our logic-chain is based on evidence from a number of studies. These suggest that:

- **Walking increases land values**. A review of literature suggests that retail and commercial values can rise between 10-30%.
- **Public realm improvements increase property prices and values**. A review of case studies suggests that well planned public realm can boost commercial trade and values by up to 40%. [1]
- **Good urban design and quality green spaces increase property prices and rents**. In one study the latter raised rents by up to 20%. A 2016 study by CBRE on behalf of the Royal Institute of Chartered Surveyors found a strong link between placemaking and commercial values, with commercial premium of up to 50% achievable on some new build sites.[2]

These arguments have been endorsed by the Institute of Place Management and embedded in its 25 key factors for town centre vitality[3], which underpin the current FHSF guidance.[4]

Our core assumptions are conservative. Our model assumes that without the intervention, land values in March will keep pace with inflation. With intervention, there will be a small one-off effect on land values (well below the impact noted in the case studies), and thereafter, local growth in land values will match national levels consistent with the those outlined in the MHCLG appraisal guidance.

In the context of March, the proposed interventions contain a mixture of public realm improvements, accessibility themed initiatives, change of use, and infrastructure improvements. It is our contention that this mixture will drive increases in footfall, rental and land values. In other words, there will be initial small area-wide impact on land values entirely consistent with the available evidence, and thereafter March's performance will mirror national trends. Our assumptions are outlined in the sections below.

Other Assumptions – The key assumptions that have informed the economic appraisal are set out below:

- **Development costs** – have been estimated based on information provided by Stockdale quantity surveyor consultants using benchmarked projects and industry standard techniques. These costs detail the site acquisition costs, construction costs, professional fees and marketing, letting and operational costs.
- **Appraisal period** – the appraisal period has been selected based on guidance provided by MHCLG. As the proposed interventions will deliver large scale regeneration in March town centre, a 30-year period has been selected. This period covers the entire development process and allows for commercial tenants and uses to become fully established.
- **Land Values –** wherever possible, land values have been taken from the MHCLG Appraisal guidance. Land values have been obtained at the closest geography to the March context**.**
    - For ***residential land***, data from Peterborough has been used (£1,780,000 / ha), as there is no

[1] Trowers and Hamlins (2016) *Highly Values. Hard to Value*, Oxford Brooks University.
[2] RICS (2016), *Placemaking and Value*, RICS Information Paper.
[3] See https://www.placemanagement.org/news/high-street-changes-update-25-factors/
[4] Trowers and Hamlins (2016) *Highly Values. Hard to Value*, Oxford Brooks University.

data available for MHCLG to provide a full assessment (land values are quoted as being £485,000 / ha in Fenland, which is the area minimum). The Peterborough value has then been adjusted by pegging to house price levels in Fenland using average house price data provided by ONS (average Fenland house prices are £188,000 compared to £187,500 in Peterborough).
  - For ***industrial land***, values have been taken for Peterborough - £750,000 / ha.
  - For ***office land***, values have also been taken for Peterborough, specifically those for town centre location given the central location of land being assessed in March town centre (£865,000 / ha).
- **Impact Area** – the overall impact area includes the red line boundary selected for March, agreed with the MHCLG case officer. This is based on a 100-metre buffer zone around intervention sites.
- **Optimism Bias -** Optimism bias of 15% has been applied to the capital costs, following supplementary Green Book guidance. An upper bound capital expenditure optimism bias value for a standard building project is 24%. However, after mitigating factors were applied, the optimism bias was reduced to 15%. These mitigating factors include the ambition to procure strong contractor partners with capabilities of successfully delivering similar projects, using standard designs (especially important for the public realm component on Broad Street), and engaging a qualified project delivery team which has experience of successfully managing these types of projects.
- **Displacement –** HCA additionality guidance states that a low level of displacement (20%) should be used if there is expected to be some displacement effects, although only to a limited extent. There is a possibility that the businesses occupying the retail and office units may compete with other local March businesses or may displace labour from other local firms. However, overall displacement is likely to be low given that the units will be offered at market rates and no additional support will be provided to the businesses that occupy them. This rate of displacement has only been applied where there is a specific change of use land value uplift, and not to the wider area-based land value uplift, as this would not displace existing businesses.
- **Deadweight** – this provides an estimate on what level of target outputs/outcomes would be produced if the intervention did not go ahead. This is represented in our analysis through the 'do nothing' scenario**.**
- **Evaluation Costs –** we have assumed £5,000 per year for the first five years, which will fund officer time as well as annual footfall surveys. This will permit a Level 2 evaluation consistent with requirements outlined in the recently released MHCLG FHSF Evaluation Guidance

Market Failure and the Rationale for Investment

These have been explored in the Strategic Case, and are broadly related to Positive Externalities, Information Failures and Asymmetries and Coordination Failures.

Options Selection and Critical Success Factors (CSF)

In order to assess the viability of different options for March, the following critical success factors have been created (as described in the Strategic Case) against which the options can be assessed to determine the most effective scheme. These have been divided between Programme Level CSFs as defined in the FHSF Guidance and Area Specific CSFs which relate to the specific market context in March:

Programme Level Critical Success Factors

CSF 1 Overall fit with FHSF programme guidance
CSF 2 Achievability within FHSF programme envelope (2020-24)
CSF3 Affordability with FHSF funding envelope
CSF4 Value for Money

Area Specific Critical Success Factors:

CSF5 Increase the role and prominence of the River Nene as a key feature within the Town Centre
CSF 6 Improve the image and perception to existing and future residents of the Cambridge - Peterborough sub-region
CSF 7 Make the high street more resilient to external factors
CSF 8 Improve access into the town centre
CSF 9 Bring derelict & underused buildings & spaces back into productive use
CSF10 Improve investment climate for new businesses
CSF 11 Improve March's unique identity as a retail, leisure and cultural destination
CSF 12 Promote a work/life balance in town centre (e.g. night time economy)
CSF 13 Establish a clearer identity for March in the sub-regional and regional economies

These criteria were then tested against a longlist of eight possible intervention areas. This involved a series of workshops with local members, senior officials and stakeholders. This resulted in the following agreed shortlist.

Table 9: Shortlisting of Opportunity Areas and SWOT Analysis

Areas	CSF1	CSF 2	CSF3	CSF4	CSF5	CSF6	CS 7	CSF8	CSF9	CSF10	CSF11	CSF 12	CFS13	Treatment
Station Environs	✓	X	✓	X	X	✓	X	X	X	X	X	X	✓	Disregard
Station Rd	✓	✓	X	X	X	✓	X	✓	X	X	X	X	X	Disregard
Broad St	✓	✓	✓	✓	X	✓	✓	✓	✓	✓	✓	✓	✓	Explore
Riverside N	✓	✓	✓	✓	✓	✓	✓	✓	X	X	✓	✓	✓	Explore
Riverside S	✓	✓	✓	✓	✓	✓	✓	✓	X	X	✓	✓	✓	Explore
Market Place	✓	✓	✓	✓	X	✓	✓	✓	✓	X	✓	✓	✓	Explore
Acre Road	✓	?	✓	✓	X	✓	✓	✓	✓	✓	✓	✓	✓	Explore
High St S	✓	X	X	X	X	✓	✓	✓	✓	✓	✓	✓	✓	Disregard

Shortlisted Options

We Made That, members and officials then undertook a detailed analysis of the opportunity areas, see **Appendix B and C** for further details.

Table 10: Shortlisted Options

Options	Description
Option 1 *Reference Case / Do Nothing*	Under this option, no Future High Street Funding would be obtained, and the town centre would continue on its current trajectory
	No interventions delivered.
	Outputs: • No additional floorspace or jobs delivered
Option 2 Public Realm Improvements Only *Do Minimum*	This option is a smaller scale (minimum option) of the preferred option. • **£6.7m** FHSF contribution (incl. optimism bias and discounted) • **£0m** total public sector contribution • **£0m** private sector match
	Interventions include: • Broad Street structural reconfiguration • The Riverside Intervention • Market Place improvements • Alleyway improvements and improvements around Nene Parade
	Outputs: • Reconfigured market area, with repurposed retail, leisure, dining and entertainment space • Stimulated day and night-time economy through the introduction of food hall and incubator space • Community venue for events and activities
Option 3 Option 2 + Development Sites *Preferred Option*	This option is the Preferred Option. It would include all the schemes proposed in Option 2, but a major development on Acre Road and a programme to deliver the reactivation of vacant units. • **£12.7m** FHSF contribution (incl. optimism bias and discounted) • **£0m** other public sector contribution • **£10.5m** private sector match
	Interventions include: • Broad Street structural reconfiguration • Acre Road development • Market Place improvements

	• Reactivation of Vacant Units & Flats over Shops programmes • Riverside developments
	Outputs: • Approximately 2,200 sqm commercial floorspace • 34 new housing units • Improved environment of the main shopping street • Reduced noise and air pollution • Reconfigured Market area, with new event space • Stimulated day and night-time economy • Open access to Riverside
Option 4 *Do Maximum Option*	This option is the Do Maximum option and incorporates all of the options suggested in Option 3, but also includes redeveloping the Barclays Bank site and interventions in High Street South (Package 8). • **£14.9m** FHSF contribution: • **£0** total public sector contribution • **£10.5m** private sector match
	Interventions include Option 2 Plus • Barclays Bank site • High Street South interventions
	Outputs: • Approximately 2,500 sqm commercial floorspace • More than 34 new housing units • Improved environment of the main shopping street • Reduced noise and air pollution • Reconfigured Market area, with new event space • Stimulated day and night-time economy • Open access to Riverside

Economic Appraisal of Shortlisted Options

Option 1 - Reference Case / Do Nothing

Under the reference case/do nothing option, no additional employment or residential space is created within the town centre, no public realm improvements are carried out and there is no transformational change within March. This assumption reflects the imperfect information relating to the potential economic and social benefits of the town centre as an employment location and regeneration opportunity, as well as the public good and externality market failure arguments previously made.

Capital Costs

As no projects would be delivered, there are no costs associated with this option.

Land Value Uplift: Change of Use

As no additional employment or residential space would be created under the reference case/do nothing option, there would be no land value uplift generated from change of use.

Land Value Uplift: Area-Based Uplift

There is no statistically reliable longitudinal data available showing the long-term trajectory of land values in March. Data relating to the performance of town centres nationally shows that in Q3 of 2019, retail footfall dropped by 1.7% compared with the same quarter last year[5].It has therefore been assumed that the current levels of footfall in March (8,090 in the daytime and 2,727 in the evening) will follow a similar trend to the national one over the next five years.

It has been shown that changes to levels of footfall have a relationship with changes in land values. Evidence from the specially commissioned March Retail Study (**Appendix E**) from Ward Property Consultants also shows falling town centre rent levels and a lack of appetite for market offers (the 2016 failure to sell the free hold for the Barclays Bank at 2 Broad Street for example). Conservatively, we estimate that land values are likely to fall at 1.5% per annum for the next four to five years, with land value growth stabilising at 2% per

[5] https://brc.org.uk/retail-insight-analytics/other-kpis/footfall-and-vacancies-monitor

annum thereafter. MHCLG guidance on land values (paragraph C14, p.62) allows appraisers to assume annual land value increases of 5% per annum. A 2% annual increase would match land value growth to the central Office of Budget Responsibility central inflation assumptions and would represent an optimistic medium term view for March.

Table 11: Summary Table for the **Reference Case / Do Nothing** (Discounted over 30 years)

Costs	Capital Costs	£0
Benefits	Land Value Uplift: Change of Use	£0
	Land Value Uplift: Area Based	£7m
Outputs	N/A	n/a

Option 2 - Do Minimum - *Public Realm Improvements Only*

Under the do minimum scenario, only the public realm improvements mentioned in the preferred option would be taken forward, including improvements to Broad Street, the Riverside Intervention and Market Place .

Capital Costs

The full costs of the do minimum option would be funded through the Future High Streets Fund. The total cost of all the projects put forward in the do minimum case is £5.5m. To oversee the development of the projects, this would require further procurement, professional and other management costs. These are estimated to be 5% of the overall value of the project. Optimism bias of 15% has also been added to the overall costs, which include appropriate quantified risks. This has resulted in overall costs for the do minimum case of £6.7m.

Land Value Uplift: Change of Use

As no additional employment or residential space would be created under the do minimum option, there would be no land value uplift generated from change of use.

Land Value Uplift: Area-Based Uplift

The proposals for the do minimum option are expected to generate additional footfall in March town centre, which research (highlighted earlier in this section) shows leads to increases in land values.

The public realm improvements are potentially transformational, and will do much to address the issues of severance affecting Broad Street while opening up the River for public access and use. However, without the major redevelopment at Acre Road and the wider programme to repurpose empty premises, there is not expected to be as big an impact on footfall and therefore land values. It is assumed that the proposals would lead to a 4% increase per annum in land values from Years 2-6, followed by a 3% increase per annum in land values from years 7-30 (this is lower 5% the growth permitted in MHCLG guidance). This results in a £15.2m uplift in land values as a result of interventions undertaken for the Do Minimum option.

Table 12: Summary Table for the **Do Minimum** Option (Discounted & Optimism Bias Applied)

Costs	Public Sector Capital Costs	£6.7m
	Private Sector Match	£0
Benefits	Land Value Uplift: Change of Use	£0
	Land Value Uplift: Area-Based Uplift	£15.2m
Outputs	Floorspace (Commercial): Residential Units: Jobs Gross: Jobs (Net): GVA (Net):	N/A

Option 3 - Preferred Option - *Option 2 & Development Sites*

For the preferred option, this would include all the schemes proposed in Option 2, an enhanced public realm improvement to Broad Street (pedestrianising one side of the carriageway), a development site on Acre Road and improvements to the Market Place and the Riverside proposals.

Capital Costs: The total public sector cost of all the projects put forward in the preferred option case is £10.0m. This would unlock a further £10.5m of private sector investment. To oversee the development of the projects, this would require further procurement, professional and other management costs. These are estimated to be 5% of the overall value of the project. Optimism bias of 15% has also been added to the overall costs. This has resulted in overall public sector cost for the preferred option of £12.1m.

Land Value Uplift: Change of Use: As a result of the proposals, there would be a number of developments which lead to a change of use in March town centre.

- Acre Road development site: acquiring existing vacant buildings and develop a mixed-use site.
- The vacant units activation and flats over shops programmes (along Broad Street and around the Market Place) would bring currently vacant retail units back into use and provide 10 new residential units.

Land Value Uplift: Long Term Area Impact: The proposals for the preferred option are expected to generate additional footfall in March town centre, which research (highlighted earlier in this section) shows leads to increases in land values. It is assumed that given the transformational nature of these proposals (particularly the proposals suggested for Broad Street), there will be increases in footfall, rental and land values. There will be initial small area-wide impact on land values consistent with the available evidence, and thereafter March's performance will simply mirror national trends.

Conservatively, we estimate that land values are likely to fall at 1.5% per annum for the next year, with 5% growth per annum in years 2-6. The increase in years 2-6 place is modest when compared with the case study and econometric evidence. We further assume that in the medium to long term, land value growth in the town centre will match national growth rates. We assume a growth of 4% per annum for years 7-30. It should be noted that MHCLG guidance on land values (paragraph C14, p.62) allows appraisers to assume annual land value increases of 5% per annum.

These assumptions are modest. We are not contending that the interventions will lead to March becoming the leading retail and destination centre in the Cambridgeshire. We are simply assuming that the town will benefit from (a) a short-term land value stimulus related to the proposals, and (b) it will then be in a position to match national average increases. Given current performance in the town, and the handicap of local severance and other structural problems, this will not happen without FHSF support.

Table 13: Summary Table for the **Preferred Option** (Discounted & Optimism Bias Applied)

Costs	Public Sector Capital Costs	£12.1m
	Private Sector Match	£10.5m
Benefits	Land Value Uplift: Change of Use	£0.8m
	Land Value Uplift: Area-Based Uplift	£39m
Outputs	Floorspace (Commercial): Residential Units: Jobs Gross: Jobs (Net): GVA (Net):	2,200sqm 34 137 85 £5.2m

Option 4 - Do Maximum - *Option 3 & Proposals for Barclays Bank & High Street South*

For the Do Maximum option, this incorporates all of the options suggested in Option 3 (Preferred Option), but also includes further interventions along the Riverside, repurposing the Barclays Bank building and interventions around High Street South (Package 8).

Capital Costs: For the Do Maximum option, there would be £15.7m of Future High Streets Fund investment which would unlock a further £10.5m of private sector investment. To oversee the development of the projects, this would require further procurement, professional and other management costs. These are estimated to be 5% of the overall value of the project. Optimism bias of 15% has also been added to the overall costs and the sum discounted. This has resulted in overall public sector costs for the Do Maximum case of £14.9m.

Land Value Uplift: Change of Use: As a result of the proposals, there would be a number of developments which lead to a change of use in March town centre.

- Acre Road Development site: acquiring existing vacant buildings and developing a mixed-use site.
- Refurbishing and repurposing the old cinema site would lead to an increase in land value for this site (by repurposing old space and bringing vacant space back into use.
- The vacant units activation programme (along Broad Street and around the Market Place) would bring currently vacant retail units back into use.

- Upgrading the Barclays site when its lease expires in 2024 to provide a space for the community adjacent to the riverside interventions.

Land Value Uplift: Area-Based Uplift: The proposals for the Do Maximum option would have the same impact on footfall as the Preferred Option in March town centre. This would therefore have the same impact on land values (as mentioned in the Preferred Option). Based on research, it is expected that the proposals would lead to a 5% increase per annum in land values from Years 2-6, followed by a 4% increase per annum in land values from Years 7-30 for properties in the town centre.

Table 14: Summary Table for the **Do Maximum Option** (Discounted & Optimism Bias)

Costs	Public Sector Capital Costs	£14.9m
	Private Sector Match	£10.5m
Benefits	Land Value Uplift: Change of Use	£0.8m
	Land Value Uplift: Area-Based Uplift	£46.2m
Outputs	Floorspace (Commercial): Residential Units: Jobs Gross: Jobs (Net): GVA (Net):	2,500sqm 34 155 96 £5.8m

Net Present Value Analysis
The table below outlines the net present value of the different options for each scheme. These figures have been estimated by creating a discounted impact model for a 30-year time frame. It is important to note that for this analysis, optimism bias has been applied to total capital costs.

Table 15: Net Present Value Analysis

	Option 1 *Reference Case (deadweight)*	**Option 2** *Do Minimum*	**Option 3** *Preferred Option*	**Option 4** *Do Maximum*
Nominal Value of total costs incl. OB	0	£6.9m	£12.7m	£15.7m
Present Value of total costs incl. OB	0	£6.7m	£12.1m	£14.9m
Nominal Value of total Benefits	£13.9m	£37.8m	£84.3m	£84.3m
Present Value of total benefits	£7.0m	£22.3m	£47.0m	£47.0m
Net present value	£7.0m	£15.6m	£34.9m	£32.1m
Net present value relative to ref case	N/A	£8.6m	£27.9m	£25.1m

The Preferred Option for the town centre has the highest net present value of the shortlisted options, this is in addition to the Do Maximum option having higher costs.

A net present value of £34.9m is estimated for the preferred option for March town centre, which equals £27.9m when the reference case is taken into consideration.

Value for Money Assessment

Value for money calculations assess costs per one unit of benefits achieved (i.e. cost per one pound generated in the economy), net present value of cash flows, and analyses the cost/benefit ratios for all options to compare value. The figures used in this analysis include optimism bias and additionality assumptions.

Table 17: Value for Money Analysis

	Option 2 *Do Minimum*	**Option 3** *Preferred Option*	**Option 4** *Do Maximum*
Net Present Value of FHSF Costs incl. OB	£6.7m	£12.1m	£14.9m
Net Present Value of Benefits	£15.2m	£40.0m	£40.0m
Net Present Value of Private Sector Match	£0	£10.5m	£10.5m
Initial BCR (FHSF only)	2.3	2.4	2.0

*Relative to the reference case

The analysis above shows the benefit cost ratio for all three options relative to the reference case. The higher the ratio, the greater the return per pound invested in the project. When considering the total net present value of costs and benefits, the preferred option is expected to generate a cost-benefit ratio of 2.44. This represents a high value for money (based on evidence provided in the Department for Transport Value for Money guidance, which considers a BCR of between 2 and 4 as representing a high value for money).

As mentioned previously, research undertaken by Trowers and Hamlins that assess the regeneration benefits of a large number of holistic development schemes[6] found that typical projects had a BCR of circa 2.3:1. The preferred option has a comparable BCR to this level, showing it performs in line with expectations.

The results of this analysis led to the following conclusions being reached:

- Option 1 (the reference case) is discounted as without public sector intervention, land values in the town centre will continue to deteriorate, alongside levels of footfall.
- Option 2 (do minimum) is discounted due to the poorer value for money compared to option 3.
- Option 3 (the preferred option) is preferred due to it providing a high, positive Net Present value and a high benefit cost ratio.
- Option 4 is discounted due to the poorer value for money compared to option 3.

Sensitivity analysis
The sensitivity analysis has been designed to test the implications of uncertainty on key performance measures. The sensitivities tested are:

1. **Optimism bias** - A 24% optimism bias has been applied across all options. This percentage is based on the upper bound optimism bias value for standard buildings outlined in the Supplementary Green Book guidance. *The original analysis assumes 15% optimism bias.*
2. **Land Values** – It has been assumed that the increases in footfall over the short-term are not as high as expected, with land value increases pegged at 3% annually under the Preferred and Do Maximum Option. *The original analysis assumes that land values will continue to increase between Year 1-5, by 5% in the Preferred and Do Maximum option.*

[6] Trowers and Hamlins (2016) *Highly Values. Hard to Value*, Oxford Brooks University.

Optimism Bias at 24%

Table 18: Sensitivity Testing – Increased Optimism Bias to 24% (FHSF Only)

	Option 2 *Do Minimum*	**Option 3** *Preferred Option*	**Option 4** *Do Maximum*
Net Present Value of Costs incl. OB	£7.2m	£13.0m	£14.9m
Net Present Value of Benefits	£15.2m	£40.0m	£40.0m
Net Present Value Private Match	0	£10.5m	£10.5m
Benefit Cost Ratio (net present benefits / net present costs)*	**2.1**	**2.2**	**2.01.8**

*Relative to the reference case

When applying the upper bound optimism bias for standard buildings of 24% to the capital costs, the benefit to cost ratio for the preferred option still remains high (2.2). An optimism bias of 24% is likely to be too high for this project given the proposal to have standard designed buildings and the desire to appoint a qualified project delivery team. Switching value analysis suggests that the OB on costs would have to rise to just over 34% (an increase of 19%) to reduce the Preferred Option's BCR to 2:0. This would still represent good value for money. Even with OB of 50%, then the Preferred Option BCR would still be at 1.7.

Land Value Uplift: reduced to 3% Growth Years 6-30 (Preferred and Do Max Only)

Table 19: Sensitivity Testing – Land Value Uplift

	Option 2 *Do Minimum*	**Option 3** *Preferred Option*	**Option 4** *Do Maximum*
Net Present Value of Costs incl. OB	£6.7m	£12.1m	£14.9m
Net Present Value of Benefits	£15.2m	£24.2	£22.4
Net Present Value Private Match	0	£10.5m	£10.5m
Benefit Cost Ratio (net present benefits / net present costs)*	**2.1**	**1.1**	**1.1**

*Relative to the reference case

When assuming that post intervention, land values only rise at 3% per annum, then the BCR drops to 1.1 for the preferred option. We conclude that our model is very dependent on land value uplift over the appraisal period. In this respect, it is important to remember that our logic model only assumes that March land value will be able to grow only at the average level assumed in the MHCLG guidance (5%). This is a very conservative assumption. Land value assumptions have not been adjusted for the Do Minimum option.

We also would make the following observations:

- The costs, as required by MHCLG Appraisal Guidance, makes an assumption about Optimism Bias which reflects a project at the Outline Business Case stage. A 15% upward adjustment to costs has been made to reflect some potential uncertainties related to the commercial delivery of the Acre Road and the public realm schemes. It is likely that these adjustments will be revised downwards following further market testing exercises.
- The area-based land value uplift is based on a fairly narrow intervention area (100m). If this area was expanded, the required percentage increase in land value to reach an acceptable BCR would be proportionately less.
- The percentage land value uplift underpinning each BCR is conservative, and the required increase in absolute values is low. This reflects existing viability and other concerns in the town centre. For example, on MHCLG figures a residential value uplift of 90% would only raise land values in March to £860,000 below Peterborough's level. In this case, residential values would remain £2.1m below the regional average. Using CoStar data, the gap in value suggests that with a 90% increase, retail values would only just exceed current regional averages, and still lag massively behind Cambridge.

Table 20: Land Values, MHCLG Guidance vs. Real-Time Data

Source of Data	MHCLG Guidance			CoStar / ONS		
	Office	**Retail**	**Residential**	**Office**	**Retail**	**Residential**
	£/ha	-	£/ha	Rent per sqft	Rent per sqft	Per Unit
March	N/A	N/A	£485,000	9	14	£188,000
Peterborough	£865,000	N/A	£1,780,000	12	15	£187,500
Cambridge	£20,900,00	N/A	£5,955,000	30	50	£437,639
Cambridge and Peterborough		N/A	£3,046,833	19	23	£265,000

COMMERCIAL CASE - *How will the project or programme be delivered?*

Market Analysis (See also **Appendices D & E**)

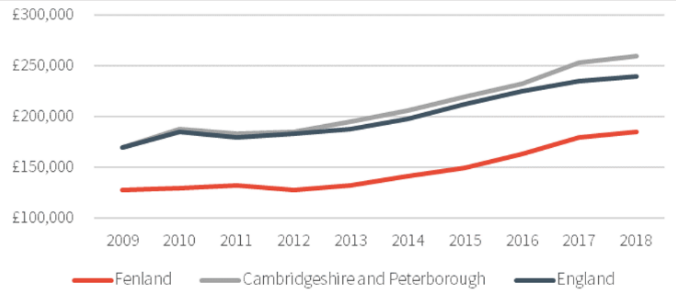
This Future High Streets Fund bid comes at an important time for March. Its success will be important in helping to set a new trajectory for the town's economy, demography and identity. The town currently functions as a centre of agricultural production, public administration and retail. March supports jobs in manufacturing, retail, public administration & defence and health. Fenland and (in particular) March currently lags behind in many economic and demographic indicators.

Commercial Property: To understand the dynamics at play within March, data from CoStar has been used (this compiles information on commercial property transactions from 97% of estate agents across the UK). The performance of the retail sector in recent years has been declining with retail vacancies (on a per square foot area rather than per unit measure) in March Town Centre being 3.3%, which has climbed steeply from 0.3% in 2015. This also compares unfavourably to a UK rate of 2.3% and reflects a quite rapid decline. The "Months-on-the-Market" measure shows an average of 19.9 months for a retail property to be bought – well above the UK average of 9.4 months. The rental values for retail units have also struggled in recent years, with a decline over the last two years, falling by 0.3%, while rental yields have dropped from 8.1% to 7.3%. This is reflective of a trend towards lower value shops in the town centre.

Evidence from the March Retail Study (**Appendix E**) from Ward Property Consultants also shows **falling town centre rent levels and a current lack of appetite for large scale commercial market offers** - the 2016 failure to sell the freehold for the Barclays Bank at 2 Broad Street for example.

Residential Property Trends: After growing at an increasing rate since 2012, median house prices in Fenland saw a less pronounced increase in 2018. House price growth in Fenland over the last five years (40%) outpaced that of Cambridgeshire and Peterborough (33%) as well as that of England as a whole (28%), *albeit from a very low base*. These estimates are consistent with those used in the development appraisal prepared for Acre Road.

Figure 6 – Median House Prices

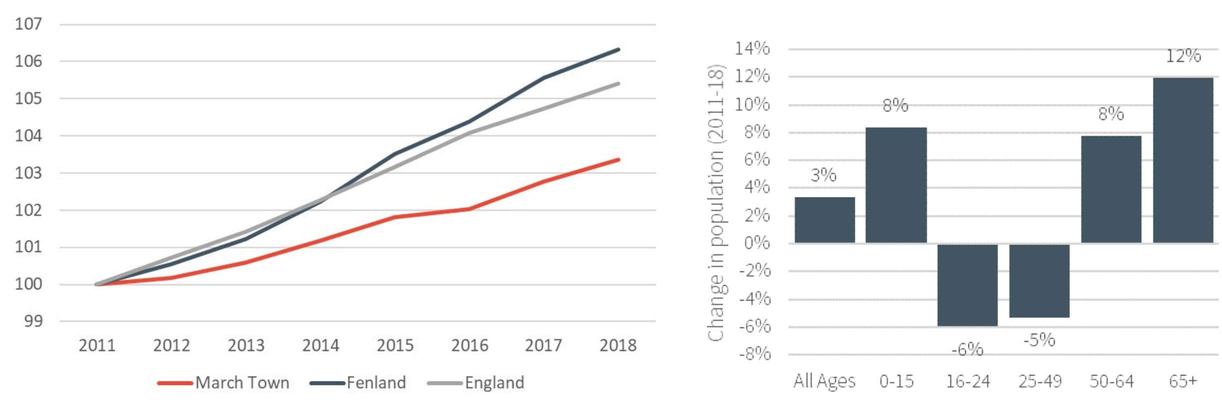


Source: House Price Statistics for Small Areas (HPSSAs), ONS, 2019

Demographic Trends

Recent demographic growth has also lagged behind comparative areas. March has a population of 23,087 residents as of 2018. Population growth within the town is below levels experienced across the rest of Fenland and nationally, with only a 3% increase in the local population since 2011, compared to 6% population growth in Fenland and 5% nationally. Of particular concern is the loss of people in the 16-24 and 25-49 age groups, falling by 6% and 5% respectively over the last eight years. Losing young people from the town reduces the pool of labour available in the future to support economic growth and support March's aspirations to become a vibrant town centre.

Population Change in March, Fenland and England, 2011-2018 (index 2011=100) (left); Population Change in March 2011-18, by age (right)



Source: Population Estimates, ONS, 2019

Overall Delivery Model

We have developed four actions (in terms of achieving effective operational coordination, resourcing and mobilisation planning) that Fenland District Council will undertake to deliver the five projects proposed.

Action 1: Formally re-structure and re-purpose FDC's FHSF Delivery Group & develop an Action Plan

Fenland District Council (FDC) has already set up and tasked a group of senior officers to oversee the stewardship of the FHSF opportunity and the development of project proposals, reflecting that delivery of FHSF will require effective coordination across key Council teams, such as finance, legal, planning, property, economic development, procurement, and communications.

The Council steering group consists of:

- Paul Medd, Chief Executive
- Simon Machen, Interim Corporate Director
- Phil Hughes, Head of Leisure and Open Spaces
- Belinda Pedler, Senior Transport Officer
- David Rowen, Development Manager
- Gareth Martin, Planning Policy Officer
- Claire Fidler, Conservation Officer
- Justin Wingfield, Head of Economic Growth & Assets
- Mark Mathews, March Growing Fenland Town Team
- Jo Blackmore, Executive Officer
- Natasha Stokes, Corporate Support Officer

The re-structuring and re-purposing of this group for delivery will be led by Simon Machen. Simon Machen is Fenland District Council's Interim Corporate Director supporting the Council's ambitious growth and regeneration agenda. Simon is a chartered planner with wide experience across the public and private sector and runs his own consultancy practice specialising in strategic support to local authorities and property advice to developers and landowners. He spent over 10 years as Corporate Director of Peterborough City Council responsible for all of the unitary authority's place-based services including highways, housing, waste, environmental services, parks and open space, planning and property. Simon successfully delivered Peterborough's growth agenda helping to shape and transform the city through a combination of facilitation, direct delivery and strategic leadership. Part of this transformation programme included a multi-year £30m city centre public realm strategy, undoing some of the car dominated new town schemes of the 1970s and creating a high-quality pedestrian environment in the historic city centre and an associated vibrant café and restaurant culture.

Simon has extensive procurement experience and was the local highways authority strategic lead, procuring and delivering major improvements to Peterborough's highway network with an annual budget of circa £40m and successfully attracted funding from DfT, the LEP and Combined Authority.

FDC will build upon this foundation to establish an effective 'client function' to further the realisation of FHSF projects in partnership, with key local bodies (considered further below):

- FDC will convene a Coordination & Delivery Group (C&DG) which would take on a formal mandate of responsibility for progressing the FHSF proposals and for owning and overseeing the development and coordination of an action plan for implementation of FHSF projects. This group will benefit from the participation and commitment of senior officers in FDC's leadership team, who will be take on direct roles in the work. Officers will also ensure structured participation of Elected Members acting as project sponsors.
- The role played by the C&DG in coordinating activities across teams will be essential for effective project mobilisation.

FDC will consider bringing in external parties to engage with this group at an appropriate point within this process where this might support coordinated strategic actions by the parties. This may include stakeholders within the March town centre context and those with a vested interest in the FHSF proposals (e.g. Cambridgeshire County Council and Middle Level Commissioners). FDC will however take care to ensure that it does not create situations where conflicts of interest may occur, or where its ability to negotiate may be compromised.

This group will oversee and own the development and implementation of an Action Plan for the further development, planning and delivery of FHSF actions. The Town Council will also be an important consultee for the Action Plan. Key elements to be considered in the Action Plan will be further development of the strategies and principles for delivery, engagement with third parties and the overall programme and milestones for delivery (as a portfolio and for each FHSF project).

Action 2: Convene a March Town Development Board, to support the effective stewardship of the FHSF

The development of the FHSF proposals has been supported by a number of local stakeholders including the Combined Authority, Cambridgeshire County Council, March Town Council, Middle Level Commissioners, local businesses and Arts Council England.

FDC acknowledges that the successful realisation of the FHSF aims and the fulfilment of a successful future for March in the broader sense will require cross-sector working and coordinated stewardship of change. To this end, FDC will convene and support a March Town Development Board, which will ultimately take on a custodian role for FHSF and future interventions which support market-facing, innovative and multi-partner approaches that support the vitality and vibrancy of the town centre.

Over the longer-term, FDC believes that there may be merit in considering potential additions to the Development Board in order to include a broader cohort of stakeholders (e.g. to include key landowners) and to become a Promoters Group for March, thereby fulfilling an important and active function in promoting development, investment and growth in March.

Action 3: Identify executive resources & secure external resources to support the transition to delivery

FDC recognises that it will need access to further resources to compliment those of its officers to take the project proposals further and to transition into project delivery. FDC will procure support from professionals who are experienced in mobilising and coordinating both multi-disciplinary technical teams and market stakeholders for development and place-making projects. This may include procuring certain elements of the scheme through other authorities (e.g. the Broad Street proposals are likely to be procured through Cambridgeshire County Council as they are the local highways authority).

Action 4: Development of a supportive policy platform

Growing Fenland sets an overarching strategic framework for March within the context of the wider region and this has been a key point of reference in developing the proposed FHSF projects. Further to this, many areas within March town centre have been addressed within previous guidance and policy strategies.

The development of the new March Area Transport Study and public consultation (to take place shortly) on the emerging proposals will be cognisant of and aligned with the proposed FHSF projects.

If further policy development comes forward during the lifetime of the Future High Streets programme, Fenland DC, with key stakeholders (such as Cambridgeshire County Council), will look to ensure that this compliments and supports the activities being undertaken (e.g. provision of land within Local Plan).

Project Specific Delivery Issues (See also **Appendix G)**

Where project proposals involve acquisition, refurbishment and a future offer to the market, a detailed strategy has been outlined. The table below summarises the position for three project areas: Public Realm, Activating Vacant Units/Flats Over Shops and the Acre Road redevelopment site.

Public Realm: Broad Street/Riverside and Market Place

The County Council has responsibility for the public highway and therefore the Broad Street scheme would be delivered through normal Cambridgeshire County Council procurement processes. This includes approved providers, quality assurance and financial performance criteria. Representatives from Cambridgeshire County Council's transport team have been involved in the development of the FHSF projects and have approved the cost estimates.

For all other public realm interventions, Fenland District Council is the lead body delivering the capital projects which sit within this submission, and hence have the full capabilities of FDC to call upon including legal, procurement, development, planning and project management.

Vacant Units / Flats Over Shops Programme

Our vacant units programme will follow the same structure as other successful vacant unit activation programmes, particularly those which look to convert or reinstate residential properties within the town centre. To help maximise the amount of unused floorspace above shops in March, a financial incentive will be offered to cover up to 50% of the costs, with individuals and businesses able to apply for a grant to redevelop (up to a value of £25,000 per dwelling). The interventions will cover the costs of refurbishment, conversion, extension or new build or larger-scale redevelopment. [7]

The initiative will be (in large part) based on the longstanding Flats Over Shops programme, which, has been delivered in several UK regions and in particularl in market towns. A model for this scheme is the current West Lindsey District Council The Living Over The Shops (LOTS) scheme, which aims to create more homes and boost footfall in the town centre, especially outside of the core shopping hours. Importantly, governance, application decision and financial processes can all be modelled on those already being used elsewhere.

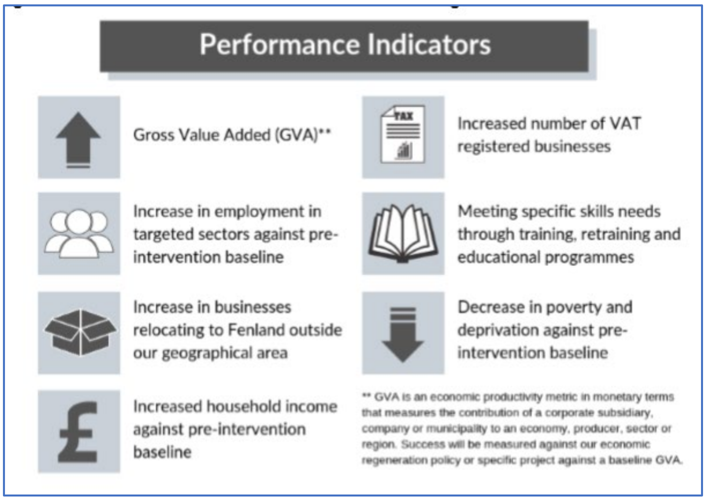
Acre Road Development Site

FDC does not have control of the assets that make up the Acre Road Development Site. Our approach will be to:

- Engage with the relevant owners
- To consider purchase of the assets in order to control the assets, so that development on the site can be controlled in a manner that produces the best outcomes for March town centre.
- Work towards bringing the existing workspace back into use (as per 5-A);
- Look to bring forward the development site (as per 5-B).

An investment grade viability assessment has been undertaken on the development (see Appendix G). This forms the basis of the costed estimate which is included in the preferred option. We believe that there are five potential routes to market for this site:

1) **FDC taking ownership and marketing the site after securing planning consent**. In these circumstances FHSF funding would be used to fund site acquisition, remediation and consenting.
2) **Direct development post acquisition via FDC's new LATCo (see below).** In these circumstances FHSF funding would be used to fund site acquisition, remediation and consenting. Ownership would remain with LATCo, in keeping with its broader regeneration focused investment aims. The FHSF would help fund site assembly, remediation and bridging viability concerns.
3) **Establishing a Joint Venture** with the owners to either provide serviced plots for sale or to develop out the scheme(s). FHSF funding would be used to fund site acquisition, remediation and consenting
4) **Local Asset Backed Vehicle (LABV) with a development partner post acquisition.** This is a mid/long term joint venture equity partnership between a local authority (or a number of local authorities acting together and/or a local authority with other public sector bodies) and a private sector investment partner (not just a building or development contractor). The public sector, as up to a 50% equity participant in the LABV, can control the pace, location, timing and type of development. The public sector is not selling "the family silver", it is creating a development portfolio of assets which is fit for purpose and ensuring that it receives maximum financial, regeneration, and economic returns from any disposal or revenue income. FHSF funding would be used to fund site acquisition, remediation and consenting.
5) A simple **gap funding agreement** with current landowners.



An assessment of the advantage and disadvantages of each proposed delivery routes has been made. We have considered the following elements

- State Aid risk: prima facia issues to be resolved
- Deliverability: effect on timetable
- Financial risk: £ risk to public sector
- Procurement risk: risk of not securing credible partner (where applicable)
- Control Risk: risk of losing control over scheme profile

Impacts have been assessed using a five point scale, with 1 as lowest and best, 5 is highest and worst. The results are summarised below:

[7] This builds on the findings of the *Homes on our High Streets* report by the Federation of Master Builders (2017)

Figure 8 – Assessment of Advantages and Disadvantages of Different Delivery Vehicles

	State Aid Risk	Deliverability	Financial Risks	Procurement Risk	Control Risk	Total
FDC taking ownership and marketing the site post planning consent	2	3	5	1	1	**12**
Direct development post acquisition via FDC's new LATCo	2	2	4	1	1	**10**
Establishing JV, phased release	3	3	3	3	3	**15**
Local Asset Backed Vehicle (LABV) with a development partner post acquisition).	2	5	4	4	3	**18**
Gap funding agreement	5	3	2	1	4	**15**

The analysis shows that options where the public sector takes the leading role tend to minimise delivery, procurement and control risks, carry with them higher financial risk for the public sector. By contrast, JVs and private sector led solutions will minimise public sector financial exposure, at the expense of delivery, State Aid and control risks.

The FDC ownership option requires the current owners being willing to sell. A contractual JV could help stimulate the developer to bring the site forward if they do not wish to release it. The LABV option requires a degree of complexity and an overhead that is probably not justified by the scale of the proposed scheme. A gap funding agreement would be effective if the State Aid issues could be resolved. However, agreement on clawback may be difficult to secure in the time available.

In all examples, the fundamental issue is that the viability gap will need to be closed. Public sector involvement can help in de-risking certain stages of the development (Options 1-4), but it will not provide an overall solution. Here the use of FDC's LATCo may offer a solution. FDC's new LATCo offers a method through which Acre Road could be developed while abiding to clear public sector investment principles outlined in Fenland District Council's Commercial Investment Strategy.

This strategy allows for investment in regeneration and place shaping where a clear return can be identified. In these terms, economic regeneration is defined as "the broad process of reversing physical, economic and social decline in an area where market forces will not do this without intervention." In most cases, spending on economic regeneration may not result in direct income to the Council as it would from an investment property. However, it can deliver indirect income through an increase in business rates and council tax income (where there is new housing) and generally through increased fees and charges from greater use of Council facilities. The investment strategy outlines the circumstances where intervention may be justified, the required rates of return, and how success may be measured in wider terms than purely financial indicators. This approach offers one way in which viability and delivery issues could be addressed. The preferred delivery vehicle will be subject to a Cabinet decision by FDC members when the market impacts of Covid19 become clear.

Contractual Issues and Basis for the Economic Appraisal

There are no known contractual issues that will impact upon this bid. In order to conform with Green Book guidance, estimates for the viability gap in the main analysis have been based on the Gap funding model outlined above, with the Council acquiring the freehold. This should be the most comprehensive (and highest) assessment of costs.

A Note on Market Demand & Viability

Given the market analysis noted in the commercial case, (and subsequently used in the development appraisal for Acre Road), there is an important question concerning the take-up of new residential and commercial space. It should be noted that the units will become available after the wider accessibility and public realm improvements have been put in place. In these circumstances, demand will be expected to have increased above current market levels, matching national trends.

The Council is currently in contact with a key landowner regarding the potential redevelopment of the site.

MANAGEMENT CASE - *How will delivery of the programme/project be planned, monitored and overseen to evaluate and ensure its success?*

KPIs, Monitoring and Oversight

Fenland District Council and delivery partners will monitor and manage project expenditure and control the various risks, milestones and inter-dependencies, using their internal Council procedures. It is anticipated that the third party Delivery Partner that FDC procures to support the delivery of the projects will bring their own expertise in project management, including cost control, schedule management, risk and issue management, logistics and reporting, as well as supporting stakeholder engagement and management.

The third party Delivery Partner will report project progress to FDC's FHSF Delivery Group in terms of the actual spend and forecast to completion, against the agreed budget. This will be monitored on a monthly basis as will risks, issues, progress against agreed milestones and alignment with project objectives.

We have already identified a number of key performance indicators which will monitor the performance of March town centre on an ongoing basis, and which will be tracked throughout the delivery of the project.

1. Town centre footfall monitoring established electronically & reviewed as project packages are put in place.
2. Traffic volume monitoring ongoing, compared against previous from the March Area Transport Study.
3. Air quality monitoring information.
4. Rental costs per sq. metre reviewed with commercial letting agents.
5. Commercial building selling costs per sq. metre reviewed with commercial agents.
6. Residential housing costs reviewed with local estate agents.
7. Review residential housing development rates in March annually.
8. Shop vacancy rates reviewed annually.
9. Second and third story shop space utilisation reviewed annually.
10. Train passenger numbers at March Railway Station reviewed.
11. Number of community focussed events taking place in the town centre monitored annually.
12. Regular monitoring of moorings to establish rate of increase of river traffic.
13. Community survey undertaken to determine change in community disposition towards town centre and about living in March, with comparisons made to Growing Fenland survey. Ensure this survey captures the opinions of young people, to understand their views of the town centre, particularly given the recent loss of young people from the town.
14. Monitoring of local community health statistics with Cambs CC Public Health Team to identify any positive outputs (e.g. increased physical activity / better heart health due to increased physical activity / improved health due to improved air quality in town centre).

Project Execution Plan (PEP) Strategy

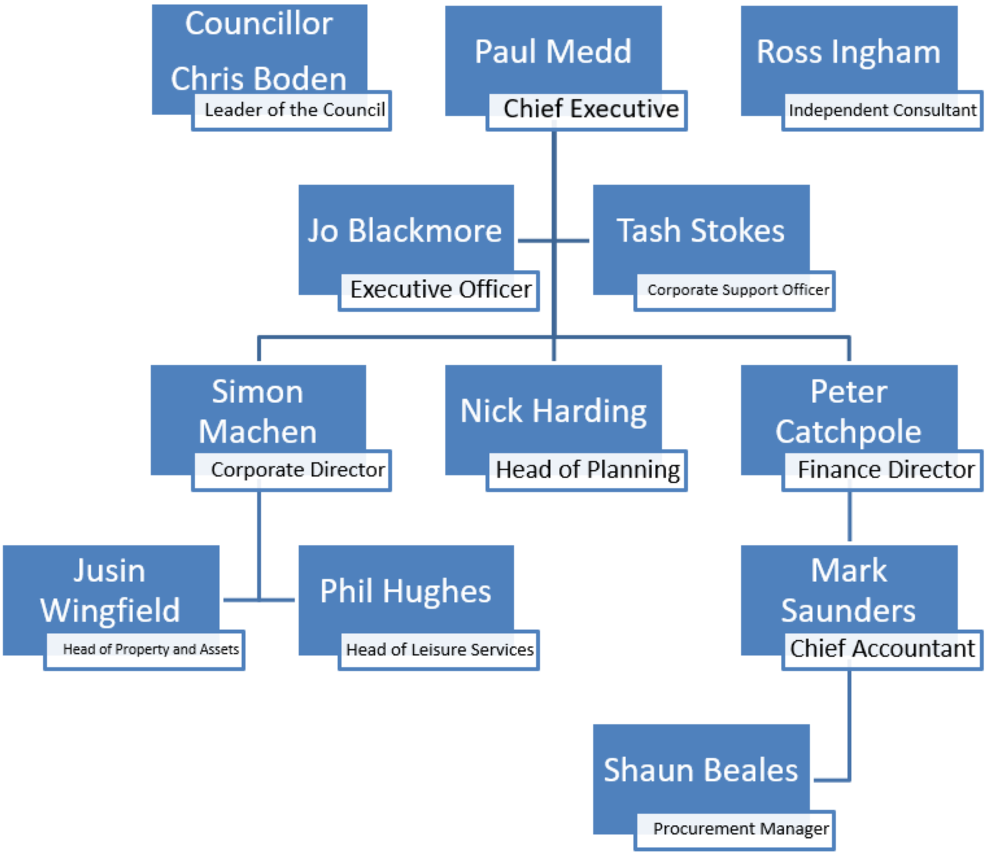
A Project Execution Plan (PEP) sets out how Fenland DC will deliver the public sector capital projects set out in this Business Case. Each phase of the development will have its own, tightly focussed PEP which will define how that phase will be structured, as well as the milestones, processes and procedures. The PEP defines the roles and responsibilities of both the client and consultants, outlines the Governance and Reporting structures, defines the Communication Strategy and the Control and Management structures for Design, Cost and Document management.

A PEP acts as a base document for the project team to assess progress, change management issues and the ongoing viability of the project. The aim is to ensure the successful design, procurement and completion of the development in line with the strategic objectives and constraints of Fenland DC and partners. A PEP is a controlled document, endorsed by the Senior Responsible Owner and will be revised at milestones throughout the project lifecycle.

Project Framework

The following organisational diagram provides details on the key project framework that will lead the delivery of our FHSF programme.

Figure 8 – Organisational Diagram



Fenland District Council has already set up and tasked a group of senior officers to oversee the stewardship of the FHSF opportunity and the development of project proposals, given that delivery of FHSF will require effective coordination across key Council departments and disciplines, such as finance, legal, planning, property, economic development, procurement, and communications,

This FHSF team will be led by **Corporate Director Simon Machen** who has the capacity to support the project. As mentioned in the Commercial Case, FDC will formally convene and task a Coordination & Delivery Group (C&DG) which would take on a formal mandate of responsibility for progressing the FHSF proposals and for owning and overseeing the development and coordination of an action plan for implementation of FHSF projects. This group will benefit from the participation and commitment of senior officers in FDC's leadership team, who will take direct roles in the work. Structured participation of Senior Elected Members will also be put in place.

All income and expenditure will be recorded in Fenland District Council's financial systems and identifiable as programme-related transactions. All financial controls and procedures required by the FHSF programme are already in operation. Internal and external reporting will comply with the monthly and annual financial cycles already operating within the District Council.

Project Plan

A project plan for our proposals is provided in Appendix H. This sets out our envisaged timeline for the projects we want to deliver, which ties into the delivery timescales of the FHSF programme.

Evaluation and Benefits Realisation

A Benefits Realisation Plan will identify the potential benefits to the partners; identify whether they are joint to all parties or specific to one or more. It will then test the assumptions around each benefit and identify the critical dependencies for it to succeed. It will then be necessary to identify which work stream has responsibility for processing the benefit.

The assessment stages are as follows:

- Description of Benefit;
- Assumptions surrounding proposed Benefit;
- Dependencies;
- Method of measuring Benefit;
- Overall value of Benefit;
- Overall cost of Benefit;
- Party or work stream responsible for achieving Benefit.

Financial allowance has been made for the annual collection of footfall data in line with MHCLG requirements. In addition, sufficient resources have been set aside either to appoint an external evaluator or to fund officer time to undertake a **Type 2** evaluation. The project design has been informed by the recently released MHCLG Guidance Note on FHSF projects. There are different levels of evaluation that can take place, below details each level (adapted from NESTA Standards of evidence:

Level 1: You can describe what you do and why it matters. Logically, coherently and convincingly

Level 2: You capture data that shows positive change, but you cannot confirm you caused this

Level 3: You can demonstrate causality using a control or comparison group

Change or Risk Management Strategy

The Delivery Group is responsible for ensuring that there are effective and adequate risk management and internal control systems in place to manage the major risks to which the Fenland Future High Street Fund are exposed. The processes in place regarding risk management and internal controls include the following:

- Risk identification;
- Risk analysis (the assessment of the likelihood of the risk occurring, the impact on the project if it does occur, coupled with an assessment of characteristics and classification of risks);
- Risk evaluation (sets the criteria for evaluation, decide risk ranking in terms of probability & impact and select priorities);
- Risk treatment (identify, AVOID, MITIGATE, TRANSFER or ACCEPT and evaluate options (i.e.), along with mitigation plans, allocated risk owners and implement the treatment);
- Model outputs (assessment of a monetary risk allowance of contingency where required).

A key output from this process is an initial project risk register. This register is a live document and we will seek to update it and continue to use it as an Action Plan. All members of the wider Delivery Group will be expected to support implementation of the Plan, in order to maximise the benefits of implementing the risk management regime.

- The Risks identified in the Risk Register as “High” will be reviewed at monthly Delivery Group meetings
- An initial analysis of the key risks for the Outline Business Case has been carried out:

Table 21: Project Risk Register

RISK EVENT	RISK CAUSE	IMPACT/ CONSEQUENCE	EXISTING MITIGATIONS	L (1-5)	C (1-5)	SUM	RISK RATING	ADEQUACY OF EXISTING MITIGATIONS	ACTION
What is it that you are working to avoid or reduce the likelihood or impact of occurring? Risks are future events that could interfere with achievement of objectives.	*What are the triggers, sources or circumstances that could act alone or together to increase the likelihood of the Risk Event occurring? There are usually multiple causes leading to a Risk Event.*	*If this Risk Event did occur, how would it impact objectives? What are the longer-term or cumulative consequences?*	*What are you doing now to reduce the likelihood or impact of the event?*	*How likely?*	*How severe?*			*Non-existent, Inadequate, Adequate, Robust, Excessive*	*Will you treat, monitor, transfer or avoid the risk?*
Political	Partner approval or support	The FHSF bid would have to be withdrawn.	Agreement secured with Members at March Town Council, FDC and CPCA. MOA between partners has been signed	*1*	*5*	5	***LOW***	Robust	Monitor
	Statutory Approval (Planning and Highways)	Programme would be delayed pending appeals.	Planning officials involved in detailed option selection	1	4	4	***LOW***	Robust	Monitor
Management	Management capability	Programme potentially delayed	Project management resources have been identified	2	2	4	***LOW***	Adequate	Monitor
	Staffing capacity	Programme would be delayed	Project management resources have been identified	*2*	*2*	4	***LOW***	Adequate	Monitor
Cost escalation and overrun	Poor initial cost estimates	Programme redesign	Capital costs have been prepared by a professional quantity surveying practise. Appropriate contingencies have been included and examined by the relevant Section 151 officer	*2*	*4*	8	***MEDIUM***	Adequate	Monitor
	Inflationary cost increases	Programme redesign	As above,	1	4	4	***LOW***	Adequate	Monitor
Market Risk	Insufficient demand from developers and occupiers	Acre Road and Reactivating Vacant Units package could be delayed. Benefits would not be realised until much later.	Monitor market conditions (see Commercial Case) undertake soft market testing in line with public procurement procedures. Pre-app planning discussions with landowners	*3*	*4*	12	***HIGH***	Adequate	Treat
	Change in market demand due to wider economic trajectory (e.g. COVID-19)	Programme potentially delayed or redesigned depending on economic impact	Monitor market conditions and ensure project management resources are in place to manage such risks.	*3*	*3*	9	***MEDIUM***	Adequate	Monitor
Land Acquisition	Delay in completion of acquisition	Acre Road delayed - benefits would not be realised until much later	Land ownership pattern already established and outlined in Commercial Case. Pre-app planning discussions with landowners.	3	4	12	***High***	Adequate	Monitor
	Failure to acquire	Acre Road delayed - benefits would not be realised until much later	Discussion with land-owners underway, project plan in place	3	4	12	***HIGH***	Adequate	Treat
	Cost Increases	Delay in programme - some elements would need to be removed	Ongoing review of process and regular reporting to SMT at FDC	*2*	*4*	8	***MEDIUM***	Robust	Monitor

Unanticipated site issues	Poor ground conditions	Delay and cost increases	Early survey work, appropriate risk allowances	*2*	*3*	6	***MEDIUM***	Adequate	Monitor
	Contamination	Delay and cost increases	Early survey work, appropriate risk allowances	2	3	6	***MEDIUM***	Adequate	Monitor
	Pollution	Delay and cost increases	Early survey work, appropriate risk allowances	2	3	6	***MEDIUM***	Adequate	Monitor
Legal Risk	State aid approval	Delay and cost increases, potential financial penalty for FDC. Funding would have to be repaid	Legal opinion to be procured, procurement and gap funding on legally compliant basis	*1*	*5*	5	***LOW***	Robust	Monitor
	Poor title	Delay and cost increases	Early survey work, appropriate risk allowances	*1*	*3*	3	***LOW***	Adequate	Monitor
	Wayleaves/ 3rd party rights	Delay and cost increases	Early survey work, appropriate risk allowances	1	3	3	***LOW***	Adequate	Monitor
	Liabilities (environmental)	Delay and cost increases	Early survey work, appropriate risk allowances	1	3	3	***LOW***	Adequate	Monitor
Contractual risk	Failure of Contractors	Delay and cost increases	Use of established procurement routes with appropriate vetting procedures	*2*	*2*	4	***LOW***	Robust	Monitor
	Underperformance of contractors	Delay and cost increases	Use of established procurement routes with appropriate monitoring and performance measures	2	3	6	***MEDIUM***	Robust	Monitor

Key: Likelihood of Event Happening (1=Very unlikely; 5=Very likely); Impact if Event Happens (1=low impact; 5=catastrophic impact)

Fenland District Council's corporate risk register is available in Appendix I.

APPENDIX A – Strategic Review

This section provides a review of the regional, sub-regional and local strategies of relevance to the March Future High Street Fund bid. This includes a summary of:

- Cambridgeshire and Peterborough Local Industrial Strategy
- The Cambridgeshire and Peterborough Independent Economic Review (CPIER)
- Fenland Local Plan (Adopted 2014)
- Fenland Economic Development Strategy 2012-2031
- Growing Fenland Strategy
- March Neighbourhood Plan

Cambridgeshire and Peterborough Local Industrial Strategy

The Local Industrial Strategy identifies Cambridgeshire and Peterborough as “the UK’s fastest growing and most innovative outside London”. The economy of the region is situated within the context of the Oxford-Cambridge Arc – an important strategic position for the area going forward.

The Cambridgeshire and Peterborough Combined Authority area experienced the largest five-year fall in productivity of any Combined Authority area between 2012 and 2017; with productivity per hour falling from 98.9% to 94.9%. The CPIER identified three distinct sub-economies within the area and thus the LIS plans to tailor strategy to the needs of each specific sub-economy. There three sub-economies identified are:

a) Greater Cambridge

b) Greater Peterborough

c) The Fens

The Fens are a network of market towns including March and Wisbech which are characterised by favourable environmental conditions, including natural assets such as Wicked Fen and fertile soil. As a result, key industries within the local economy are agriculture, specialised manufacturing and tourism. The LIS plans to tap into these specialisms and resources to develop the agri-tech industry within The Fens, including supporting the growth of plant science R&D, precision agriculture and other specialisms. 38,000 people are employed in the agri-tech sector within the local economy, and its £4bn value per annum is expected to increase by 10 per cent over the next decade. The region is also important for its highly successful, niche manufacturing and service companies.

The LIS identifies key opportunities for economic development within The Fens, particularly with respect to establishing core centres and agglomerations for fostering industry development. The plan notes that The Fens produce “strong, cutting-edge research” but note that this often occurs in isolation. As a consequence, the strategy plans to develop Innovation Launchpad facilities for both agri-tech and advanced manufacturing to increase opportunities for collaboration and encourage cluster formation. An additional £4m funding for the expansion of the Eastern agri-tech Growth Fund and development of a Fens Business Growth Network will contribute to the agri-tech economy in the region.

The Fens also face socioeconomic and environmental challenges. Both East Cambridgeshire and Fenland have relatively low educational outcomes and have been declared Social Mobility Opportunity Areas. Meanwhile, the network of market towns are poorly connected to local cities, and are thus subject to issues such as an ageing population and economic isolation. Finally, environmental challenges include water management with respect to the agri-food business, and increased flood risks.

The Cambridgeshire and Peterborough Independent Economic Review (CPIER)

The economic geography of the region reveals that both Cambridge and Peterborough act as ‘magnets’ that pull commuters from the surrounding area, whereas commuting within The Fens is more diffused. The CPIER advises that it is “vital that each of the three areas considers the implications of this economic geography for their development plans”.

Market towns have long served as economic centres for local populations and hubs for commerce. For people in rural communities such as The Fens, market towns remain central destinations for work, retail and leisure.

The Fens are in some ways the most economically challenged sub-economy of the three key economic geographies identified (Greater Cambridge, Greater Peterborough and the Fens). Changing industries towards a knowledge economy and reductions in price of agricultural output is changing the demography of market towns. Low levels of education and skills particularly in the market towns of the Fens is a particular issue for the area going forward. The ageing population of the area and poor connectivity to surrounding town and cities (including Peterborough and Cambridge) is also a key issue for market towns.

Market towns have quality of life advantages, and if they can develop their own unique selling points they may develop ‘clusters’ of businesses. A ‘jobs-first’ approach to market towns which focuses on employment before housing is preferable and could solve commuting problems through dispersal of employment rather than these towns becoming ‘dormitories’. But need a balance of strategies including transport corridors, densification and fringe growth.

The CPIER identifies that it is important to recognise distinct economic roles that different market towns play. This includes the roles they play as local centres (for employment/shopping), cultural centres, residential centres and leisure centres. To support their existing provision, there is a need to ensure that market towns host a diverse range of mixes to ensure their sustainability. The creation of flexible workspaces will be an important component of ensuring market town masterplans are complementary to the Local Industrial Strategy. Many market towns have small entrepreneurial businesses and commuters for whom these facilities could be attractive.

There is also a need to consider the provision of more houses in market towns, particularly those which can provide affordable houses for local residents and those that attract a younger population into the area.

Fenland Local Plan (Adopted 2014)

The Fenland Local Plan outlines policies and broad locations for the growth and regeneration of Fenland over next 20 years. Fenland District Council is currently preparing a New Local Plan that will supersede this current Local Plan. This was recent consulted upon, with an Issues and Options Consultation Document recently published.

The majority of the Fenlands’ new housing, employment growth, retail growth and wider service provision is expected to take place in the Primary Market Towns of March and Wisbech, as well as the other market towns in Fenland - Chatteris and Whittlesey.

The Fenlands aim to build 11,000 new homes between now and 2031, which is largely expected to be delivered on the edge of Wisbech, March, Chatteris and Whittlesey. Housing targets for the region show that March is expected to host a larger proportion of the dwellings being planned for Fenland, with 4,200 new homes expected to be delivered.

The Fenland Retail Study Update 2009 identifies Wisbech and March as town centres and top of the retail hierarchy in the Fenland. The Council seeks to enhance the high street offer of both town centres as principal comparison goods centres within the district.

New retail development focus is “town centre first” by the Council. This is due to the study mentioned above finding that both Wisbech and March slipped significantly in national rankings in terms of performance, as well as town centre floor space loss.

There are aspirations to deliver a 7,200 net gain in jobs 2011-2031 for the region and 85ha new employment land for business, retail, industrial and distribution uses. As part of this, March will account for 30ha of target additional employment land.

March is a historic market town in the heart of the Fenland (population 20,000). The market town is well connected as it benefits from a railway station on the Stansted-Cambridge-Leicester-Birmingham line. Historic urban town centre and attractive riverside setting. March economic functions include as a centre of agricultural production, administrative centre and prison (public sector important). Supply and infrastructure depot for Network Rail. March supports jobs in rail and freight, logistics and recycling.

Need to refresh the range and scope of its offer to maintain its function as a service centre for wider hinterland. Potential to capitalise on the town’s heritage and accessibility to strengthen the visitor economy. The accessibility of March provides opportunity to attract higher value sectors e.g. ICT and creative sectors. But dependent on ability to increase skills in the area.

Council seeks to preserve historic features of the town, such as archaeological features from Bronze Age.

Policy LP9 – MARCH

March is a focus for housing, employment and retail growth. Development is with the aim of maintaining and improving March as a strong market town. Provisions to provide a country park important.

New urban extensions to March:

a) South-east March strategic allocation – predominantly residential at around 600 dwellings. Sports pitches for local Neale Wade Academy.

b) South-west March broad location for growth – predominantly residential at around 500 dwellings. It will also include some business development.

c) West March – predominantly residential at around 2,000 dwellings. Education provisions and local convenience shopping.

d) March Trading Estate

There is a lack of open space in March, meaning that there are aspirations to improve the provision of parks locally. March also faces a range of socio-economic challenges, with particularly high levels of deprivation to the East of March. Addressing this is a key priority going forward.

Fenland Economic Development Strategy 2012-2031

This Strategy provides a competitive vision for Fenland focused on strengthening its economy, developing an educated and skilled workforce, supporting innovation within local enterprises and recognising the importance of strategic and sustainable areas of economic growth and investment.

There are four key areas identified for growth going forward ('The Model for Growth'):

- Enterprise – building a thriving enterprise culture
- Workforce development – education and skills
- Business retention and growth – targeting growth-oriented employers – access to finance, expert advice, suitable premises and locations
- Inward investment – to support local sectors working with the UK and other partners on trade

March's employment base includes Smurfit Kappa, Greenvale AP, G's Foods, PX Cables, March Foods, and Whitemoor Prison and is also the administrative centre for the district. In addition, there is potential to capitalise on the town's heritage and accessibility in order to strengthen the employment base through the visitor economy.

Well-established sector clusters of businesses in the Fenland include food and drink, manufacturing, storage and distribution and others. Manufacturing employment may decline but other niche food and engineering areas are strong. The Fenland can also take advantage of new and emerging clusters where there is potential for job growth. The Fenland's economy was traditionally based on agriculture, and this still provides many jobs in food processing, engineering, packaging, storage and logistics.

Growth of the Fenland economy requires growth of other sectors including retail, hospitality and leisure. This will also help create vibrancy in market towns to attract talent and investment.

Growing Fenland Strategy

CPIER significant in identifying the three distinct sub-economies of the Combined Authority.

Growing Fenland report acknowledges that strategy has historically focused on cities, but the separate and in some ways quite isolated nature of the Fenland economy means the report calls for each town to have its own strategy.

Combined Authority commitment to doubling economic output of the region by 2040.

Process and creation of market town plans for each district – Chatteris, March, Whittlesey and Wisbech. These plans will be used to bid for funding based on the vision for the town.

Each town has established a town team – representatives from business, local government, schools and others. Developed visions for each town.

March "a town with many assets and strengths". Key goals include improving the town centre, retaining learners and workers, and provision of housing.

March's Local assets:

- Attractive town and growing population. The town has recently gained new community facilities, including a modern library and Academy. There are many community groups within the town, and a popular Christmas Market and April St. George's Fayre in the town centre.
- Good connectivity as heritage of March is rooted in railway.
- One of the most significant challenges is its ageing population, as the proportion of the working age population will decline from 62% to 56% by 2036.
- A second challenge is the retention of March's young population. Educational and employment opportunities are limited, and educational institutions (primary and secondary schools) are falling behind local and national averages.
- Post-16 employment opportunities are limited, and those which are available there is a mismatch between local jobseekers and employers. Opportunities that do arise are also impeded by inadequate transport connections – especially for bus routes.
- March retains a core of an educated professional workforce, with a high concentration of public sector jobs such as Fenland District Council. Meanwhile, in terms of skills, nearly a third of the population has no qualifications.

Three goals with respect to employment:

1. Better linkage of apprenticeships with potential candidates
2. Easier travel to places where people can further their education or career
3. Further development of a cluster of high-tech, high-skill jobs

High street has “huge potential” and states “March’s most under-utilised assets are the high street and the riverfront. Historic architecture, war memorial and popular well-established stores mean that the central shopping parade has potential. Vacancy rate in town centre is 3.3% (up from 0.3% in 2015 and UK average is 2.3%). The river and Nene Parade have huge but untapped potential – the Nene Parade has oldest building in March (Ship Inn pub) and restaurants overlooking the riverbank.

Night-time economy potential – March has a Pubwatch group at which more than twenty landlords attend meetings.

Eyesores within March include some that are highly visible such as the long-vacant indoor market, old auction house at top of Broad Street and old freezer shop on Station Road.

Under-supply of new homes especially affordable homes.

Vision for March: A destination market town – a revitalised high street, resource of highly skilled employees, affordable homes.

Five ambitions for the town:

- Ambition 1: March will set the new skills agenda for market towns
- Ambition 2: A revitalised high street riverside
- Ambition3: We will tackle traffic congestion
- Ambition 4: We will house more teachers and key workers
- Ambition 5: We will shout loud and proud about March!

Most relevant is Ambition 2, for which the centre of town will be a high-quality destination for shopping, and leisure including food and drink. A mixture of both prestigious brands and more niche local businesses. A night-time economy will offer food, drink and entertainment venues. Platform seating on the riverbank will be the ‘star attraction’. This plan will also make use of unused buildings in the town and street furniture and frontages will give the centre an attractive feel.

Ideas include:

- Riverbank platform seating – boosting night-time economy. Creating the riverbank as a space to spend time, creating a café culture on the riverfront.
- High street improvements – investment in street features and attractiveness e.g. benches, grants to improve shop frontages etc.
- New live-work units for businesses – new spaces for SMEs and start-ups to develop, network and grow – conversion of vacant/semi-derelict buildings into residential units, office space and live-work units. Ultimate aim of creating a cluster of high-tech, high-skill jobs.
- New hotel – contributes to March as a destination. Ties in with high-skill jobs and demand for conference facilities.
- On-street Wi-Fi

March Neighbourhood Plan

March Town Plan by March Town People

Town-wide survey used to capture and highlight the key issues of March. Priorities include housing, employment, town centre & retail, traffic & transport, and the environment.

Vision: to include the quality of life for people who live and/or work in March, including those who visit and depend on its services and facilities. The aims for the Neighbourhood Plan seek to create the town centre as a shopping destination and improve the quality of the built and natural environment.

Policy TC1 – Primary Shopping Frontages

Restrictions on change of use from retail (A1) to other uses (such as A2, A3, A4 and A5). These limitations aim to ensure the majority of shopping frontages remain as retail and that the function of the town centre remains as primarily a shopping destination. Exceptions include the re-use of long-term vacant units and developments that contribute to improving the quality of the town centre.

Policy TC2 – Regeneration Sites

Three sites identified as opportunity areas for improving the physical appearance of the town centre:

- Land to the west of the High Street
- Land to the south of Station Road
- Land to the north of Centenary Church

APPENDIX B – Opportunity Options

APPENDIX C – Options Appraisal

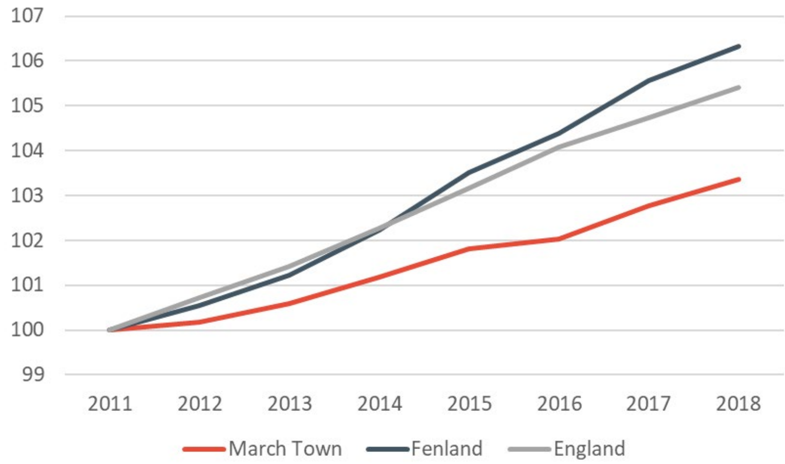
Project Decription		Critical Success Factors										Delivery	
Package	Project Interventions	Increase the role and prominence of the River Nene as a key feature within the Town Centre	Improve the image and perception to existing and future residents of the Cambridge - Peterborough sub-region	Make the high street more resilient to external factors	Improve access into the town centre	Bring derelict & underused buildings back into productive use	Improve investment climate for new businesses	Improve March's unique identity as a retail, leisure and cultural destination	Promote a work/life balance in town centre (e.g. night time economy)	Establish a clearer identity for March in the sub-regional and regional economies	Timescales for Delivery (1 = long; 5 = short)	Key Partners Needed for Delivery (1 = complex; 5 = few)
Package 1: Station Environs	A: Station arrival enhancements										••••	••••
	B: Improvements to western access to the station										•••••	•••••
	C: Improvements to station junction										••••	•••••
	D: Improvements to northern access to the station										•	••
	E: Frontage improvements to Network Rail site fence										•••••	•
	F(1): British Rail Staff Association / Braza Club - Option 1										•	••
	F(2): British Rail Staff Association / Braza Club - Option 2										•	••
Package 2: Station Road	A: Station Road transformation										••	••••
	B: Junction Improvements										••••	•••
	C(1): Boyes - Activation of Blank walls										•••••	••••
	C(2): Boyes development site										•••	••••
Package 3: Broad Street	A(1): Broad Street improvements (remove carriageway & trial)										•••	••••
	A(2): Broad Street improvements (improve public realm)										••••	••••
	B: Pavement improvements to Sainsbury's car park link										•••••	•••
	C: Pavement improvements to Sainsbury's car park link										•••••	•••
	F: Repurpose Barclays bank										•••	•••
	G.1: Refurbish and repurpose old cinema										••••	•••
	G.2: Car park development site										••	•••••
	H.1: Continuous crossing										•••••	••
	H2: Wayfinding to Community Centre										•••••	••
	H.4: Continuous crossing										•••	••••
	D: Vacant Units Activation Programme										•••••	••••
Package 4: Riverside North	A: Riverside Intervention										••••	•••••
	B: River edge at Nene Parade										•••••	••••
	C: Street at Nene Parade										•••••	••••
	E: Pocket park at Nene Parade										••••	•••
Package 5: Riverside South	A.1: Improved connection to the river and West End Park										••••	••••
	A.3: Improve mooring platform										•••	•••
	B.2: Widen footpath										•••••	••••
	A.7: Widen footpath										•••••	••••
Package 6: Market Square	E.3: Town Hall ground floor improvements										•••••	••••
	E.4: Clocktower ilumination										•••••	••••
	C.1: Pedestrianise the car park										••••	••••
	C.3: Cycle parking										••••	••••
	B: Vacant Units Activation Programme										•••••	•••••
Package 7: Acre Road & Backlands	C.1: City Road square enhancement										•••••	••••
	E.1: New crossing to market square										•••••	••••
	B.2: Alleyway improvements										•••••	••••
	B.3: Alleyway improvements										•••••	••••
	A.1(1): Refurbishment of vacant units										••••	•••
	A.2(2): Mixed use development site										••	•
	A.2(3): Mixed use development site										•	•
Package 8: High Street South	D.1: Pocket park										•••••	•••
	A.1: Neighbourhood corner improvements										••••	••••
	A.2: New crossing										••••	••••
	H.1 Improved road through										••••	••
	Vacant Units Activation Programme										•••••	••••

APPENDIX D - March Town Centre Profile

Demography

As of 2018, the population of March is 23,087 people. The figure below compares trends in population across March, Fenland and England between 2011 and 2018. March's population grew slower than Fenland throughout the period. Fenland's population grew in line with the rest of England and has exhibited faster growth since 2015.

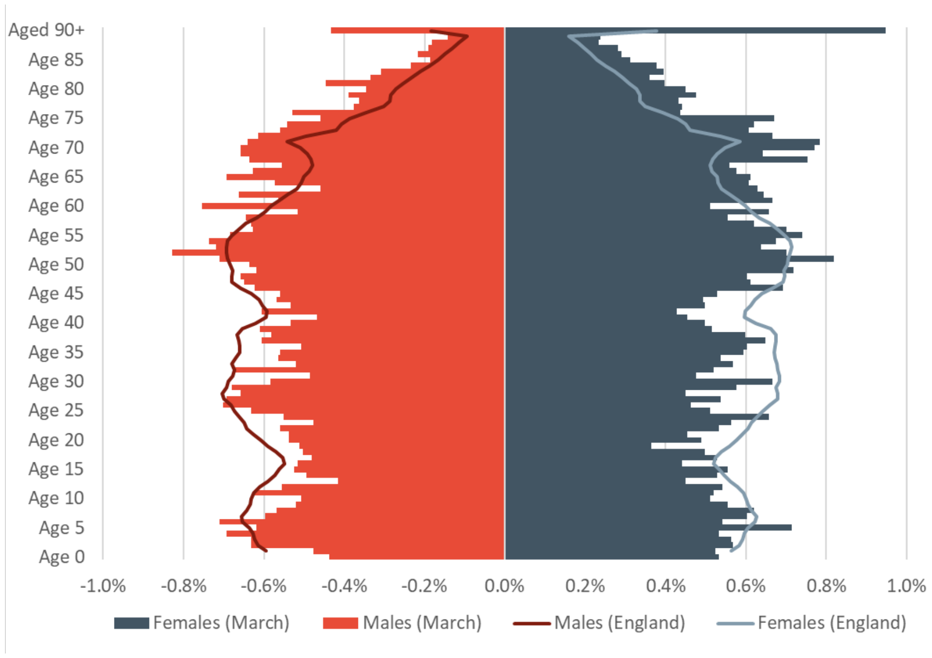
Population Growth in March, Fenland and England, 2011-2018 (Index 2011 = 100)



Source: Population Estimates, ONS, 2019

The age profile presented in the figure below shows that the population of March is predominantly older. Compared to England, March has relatively larger concentrations of residents over 60 and lower densities of younger, especially female, residents.

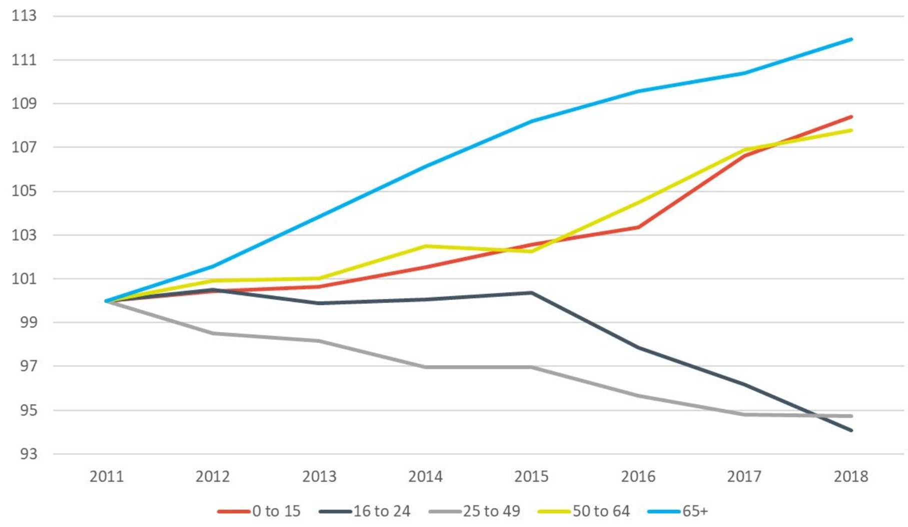
Population pyramid for March, 2018



Source: Population Estimates, ONS, 2019

The graph below reveals that March has an overall aging population. The 65+ age group is the fastest growing, whilst the population aged 25-49 has been declining. A similar decline is noticed amongst those aged 16-24, which has accelerated since 2015. The 0-15 and 50-64 age groups exhibit similar trends over the period.

Population size change by age group, 2011-2018 (Index 2011 = 100)

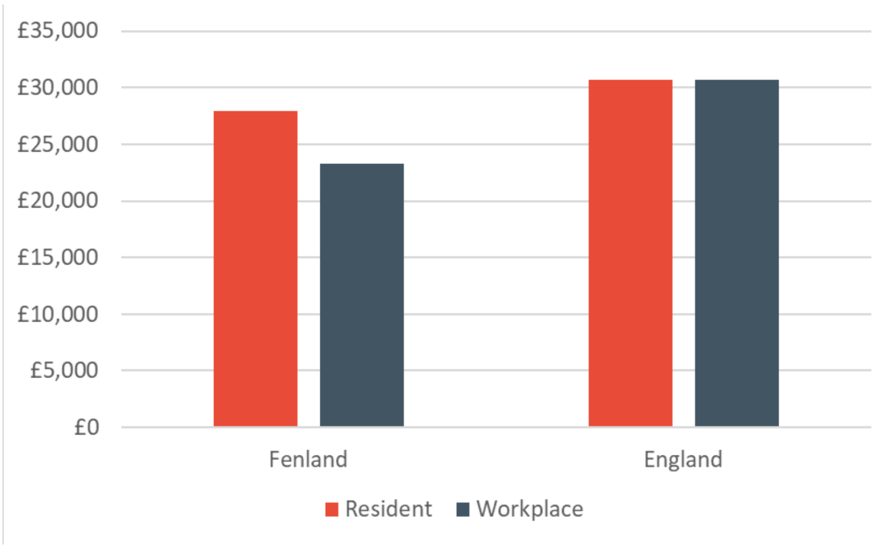


Source: Population Estimates, ONS, 2019

Incomes

The figure below shows that resident earnings are higher than workplace earnings in Fenland, whilst both are lower compared to pay levels in England. The average resident in Fenland earns about £27,976 per year, which is £2,685 lower than resident earnings across England. The annual earnings of the average worker in Fenland is £23,279, a difference of £7,388 from the rest of England.

Average annual gross pay for Fenland and England, 2019



Source: Annual Survey of Hours and Earnings, ONS, 2019

Employment

Employment in March remained at 8,000 people between 2015 and 2018.

As shown in the table below, the largest employment sectors in March are: manufacturing (11%); retail (10%); public administration & defence (10%); health (10%); education (9%); and business administration & support services (8%).

At 50%, manufacturing, along with the professional, scientific & technical sector, noted the largest employment growth since 2015, whilst business administration & support services noted the largest contraction (-40%). Substantial employment growth was also recorded for the transport & storage (25%) and arts, entertainment, recreation & other services (20%) sectors.

The location quotient is used to compare March's specialisms relative to Fenland. The proportion of employment in public administration & defence is 3 times larger compared to that of Fenland. March also exhibits a higher degree of specialisation in property (1.8), mining, quarrying & utilities (1.5), accommodation & food services (1.4) and arts, entertainment, recreation & other services (1.4). Agriculture, forestry & fishing and wholesale are relatively insignificant sectors in terms of employment sector specialisation.

Employment by broad industrial group in March, 2018

Industry	**2018**	**% in 2018**	**LQ (compared to Fenland)**	**Change since 2015**
Agriculture, forestry & fishing	300	4%	0.5	n/a
Mining, quarrying & utilities	125	2%	1.5	0%
Manufacturing	900	11%	0.7	50%
Construction	400	5%	1.1	-20%
Motor trades	175	2%	1.0	0%
Wholesale	250	3%	0.5	-17%
Retail	800	10%	1.3	-11%
Transport & storage	500	6%	0.8	25%
Accommodation & food services	450	6%	1.4	-10%
Information & communication	50	1%	0.7	-33%
Financial & insurance	50	1%	0.7	0%
Property	175	2%	1.8	-13%
Professional, scientific & technical	300	4%	0.8	50%
Business administration & support services	600	8%	0.8	-40%
Public administration & defence	800	10%	3.0	-11%
Education	700	9%	1.1	0%
Health	800	10%	1.0	14%
Arts, entertainment, recreation & other services	300	4%	1.4	20%
Total	**8,000**	**100%**	**-**	**0%**

Source: Business Register and Employment Survey, ONS, 2019

Business

In March, 700 businesses are recorded in 2019, which is an increase of 35 businesses (5% growth) compared to 2016.

As shown in the table below, most businesses are to be found in the construction sector (22%). Agriculture, forestry & fishing and professional, scientific & technical respectively account for about 9% of businesses in March, followed by business administration & support services (8%). The latter noted the highest business growth since 2016 (22%), with health (20%) and construction (15%) following. Notable contractions in business counts are noticed for retail (-22%) and wholesale (-20%).

Business Data

Industry	**2019**	**% in 2019**	**Change since 2016**
Agriculture, forestry & fishing	60	9%	9%
Mining, quarrying & utilities	10	1%	0%
Manufacturing	40	6%	0%
Construction	155	22%	15%
Motor trades	35	5%	0%

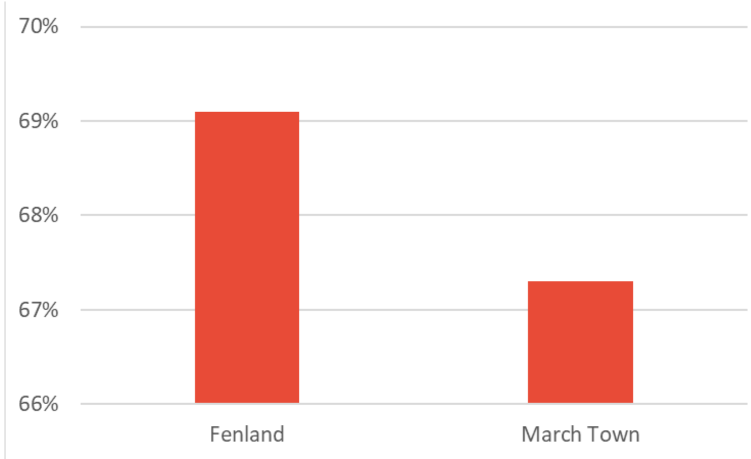
Wholesale	20	3%	-20%
Retail	35	5%	-22%
Transport & storage (inc postal)	45	6%	0%
Accommodation & food services	50	7%	0%
Information & communication	25	4%	0%
Financial & insurance	10	1%	0%
Property	10	1%	0%
Professional, scientific & technical	60	9%	9%
Business administration & support services	55	8%	22%
Public administration & defence	5	1%	0%
Education	10	1%	0%
Health	30	4%	20%
Arts, entertainment, recreation & other services	50	7%	0%
Total	**700**	**100%**	**5%**

Source: UK Business Counts, ONS, 2019

Economic Activity

According to the 2011 Census, there were 10,772 economically active people in March, which approximately represents 67% of the town's residents aged 16-74. The respective economic activity rate for Fenland is higher at about 69%.

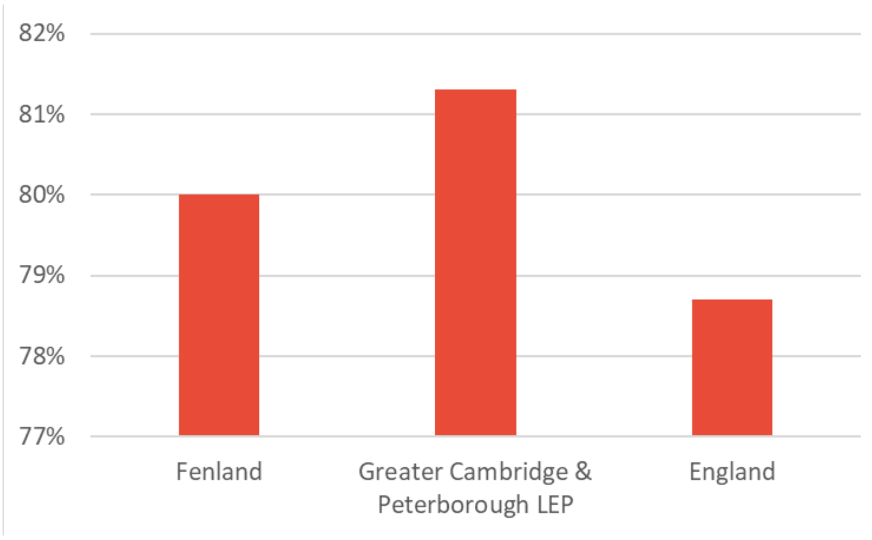
Economic activity rate (%) in March and Fenland, 2011



Source: Census 2011, ONS, 2019

According to annual population survey data, in Fenland, the rate of economically active population aged 16-64 is 80%, which is about 1% lower than the rate noted for the Greater Cambridge & Peterborough LEP. These rates are higher than the rest of England, for which the economic activity rate is 79%.

Economic activity rate (%) in Fenland and comparators, 2018



Source: Annual Population Survey, ONS, 2019

Between November 2018 and October 2019, in March an average of 247 people claimed benefits. On average, this represents approximately 2.3% of the economically active population of March over that period and it is broadly in par with the rate for Fenland (2.5%). Although, the proportion of claimants is higher in March compared to the Greater Cambridge and Peterborough LEP (1.9%), it is about 1% lower relative to the rest of England.

Claimants of benefits in March and Comparators, 2019

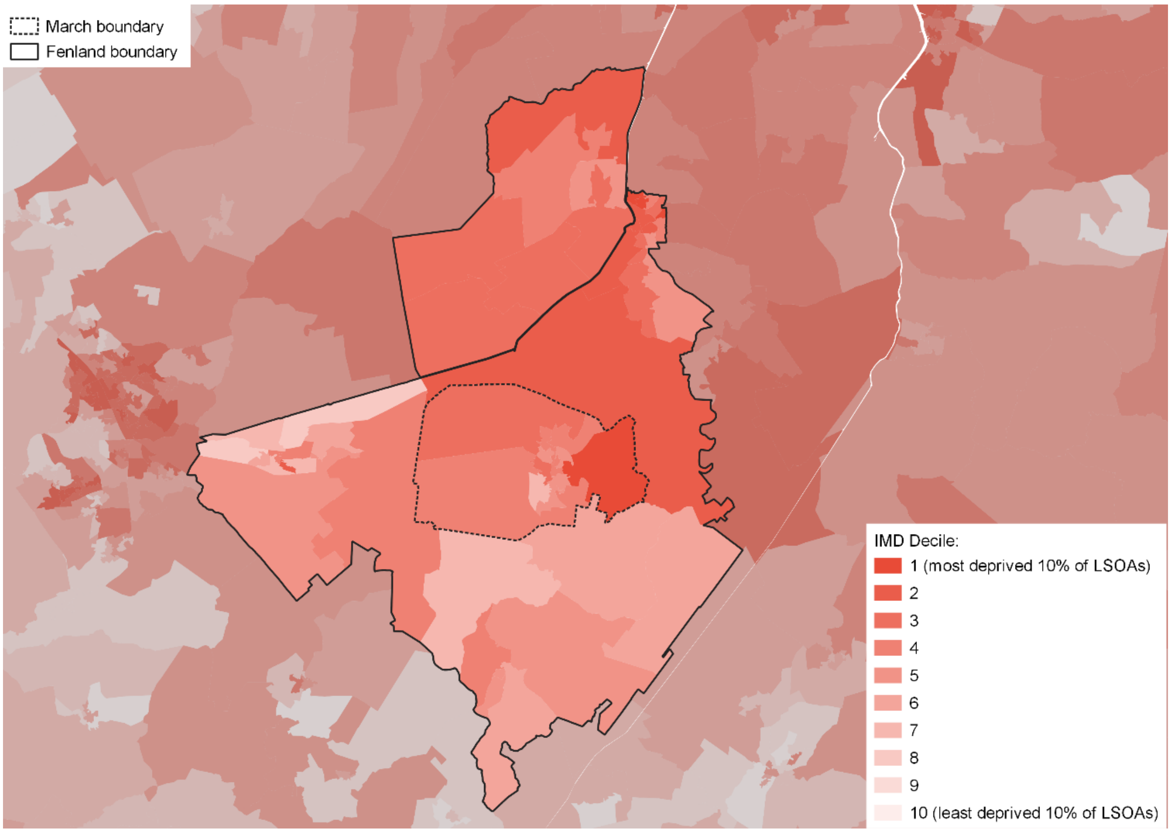
	Count	**% of economically active residents (aged 16+)**
March	247	2.3%
Fenland	1,250	2.5%
Greater Cambridge & Peterborough LEP	16,390	1.9%
England	903,214	3.2%

Source: Claimant Count, ONS, 2019

Deprivation

The map below shows the Index of Multiple Deprivation (2019) for the town of March and the wider Fenland District. March appears to exhibit higher deprivation levels, relative the rest of England. However, this appears to be in line with the pattern observed across Fenland, with about 78% of lower super output areas (LSOAs) in the district being between the 10% and 50% most deprived in England.

Index of Multiple Deprivation (IMD) in March and Fenland, 2019



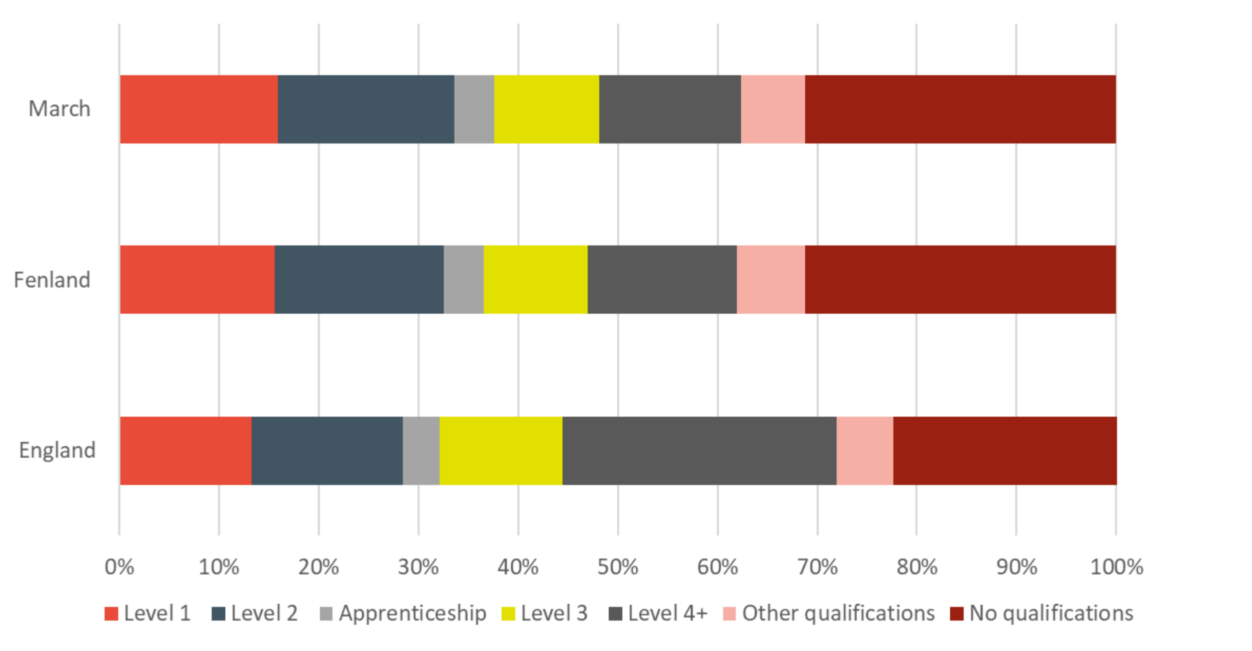
Source: Index of Multiple Deprivation (IMD) 2019, Ministry of Housing, Communities and Local Government, 2019

Specifically, in March, only one out of the twelve LSOAs performs above average in terms of overall deprivation, as it is amongst the 30% least deprived in England. Of the remaining, one LSOA is amongst the 10% most deprived, two are amongst the 30% most deprived, whilst about 66% (8 out of 12) LSOAs fall within the 40% and 50% most deprived LSOAs.

Skills

The skills profile of residents aged 16+ in March is in line with that of the wider Fenland district. The residents of March and Fenland tend to have low skill levels. Approximately 34% of residents have Level 1 or Level 2 qualifications, which is 1% higher compared to the rest of Fenland. In both cases, about 31% of residents have no qualifications, which is a significantly higher percentage compared to England (23%). Moreover, those with Level 4+ qualifications make up 14% and 15% of March's and Fenland's residents respectively, which is substantially lower relative to England (27%).

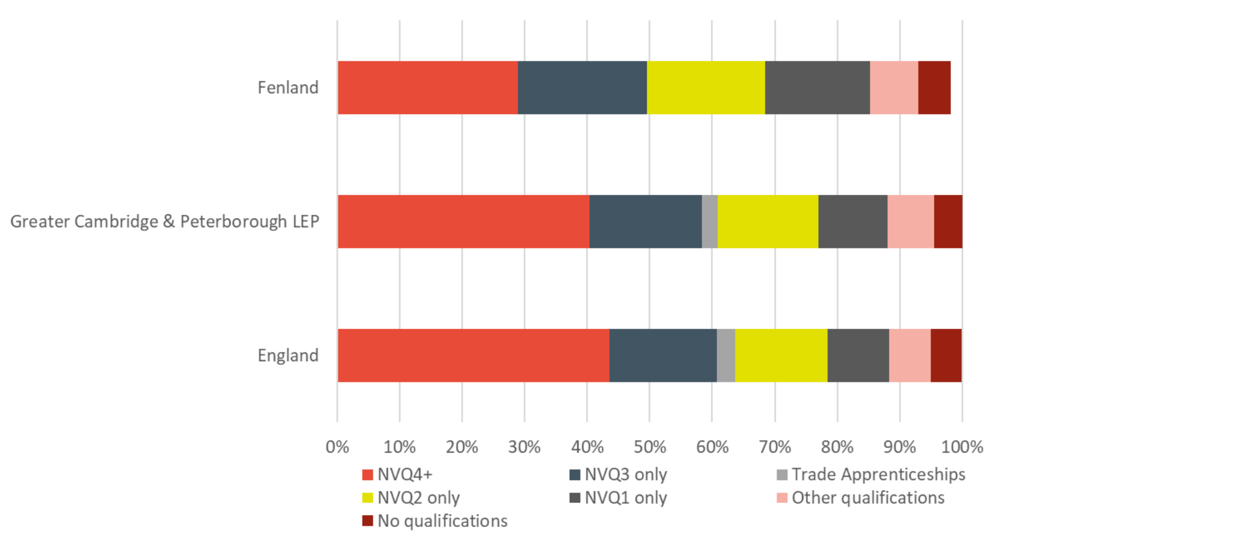
Qualifications of residents in March, Fenland and England, 2011



Source: Census 2011, ONS, 2019

More recent data from the annual population survey (2019) confirms some of the above trends. The proportion of economically active residents with NVQ4+ is significantly lower in Fenland (29%) compared to Greater Cambridge and Peterborough LEP (40%) and England (44%). Fenland residents are more likely to hold NVQ3 (21%), NVQ2 (19%) and NVQ1 (17%) qualifications, relative to comparator areas. The proportion of those with no qualifications, whilst comparable across areas, tends to be slightly higher in Fenland than in the Cambridge and Peterborough LEP.

Qualifications of economically active residents in Fenland and comparators, 2018

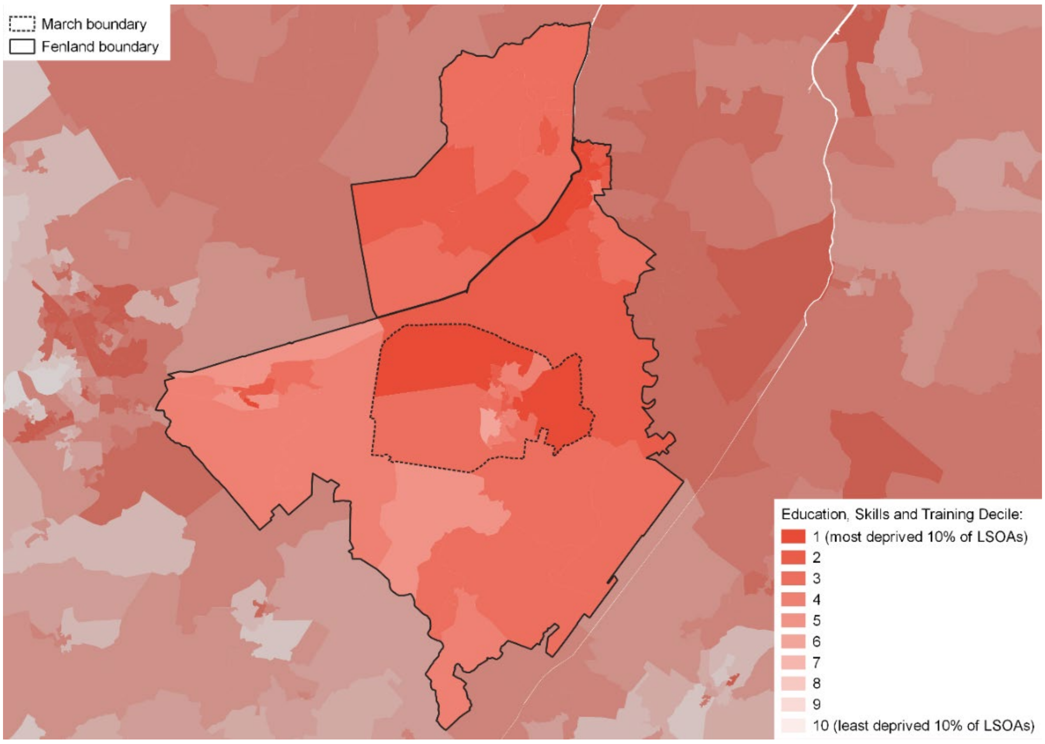


Source: Annual Population Survey, ONS, 2019

Note: No trade apprenticeship data is available for Fenland.

The map below shows maps the education, skills and training sub-component of the IMD for March and Fenland, which confirms the prevalence of low skill levels in Fenland: 71% of LSOAs in the district fall between the 10% and 30% most skilled deprived areas in England. In March seven out of the twelve LSOAs fall within that range, whilst four are amongst the 40% most skilled deprived in England. One LSOA falls in the sixth decile of the index, making its performance marginally above average.

Education, skills and training deprivation in March and Fenland, 2019

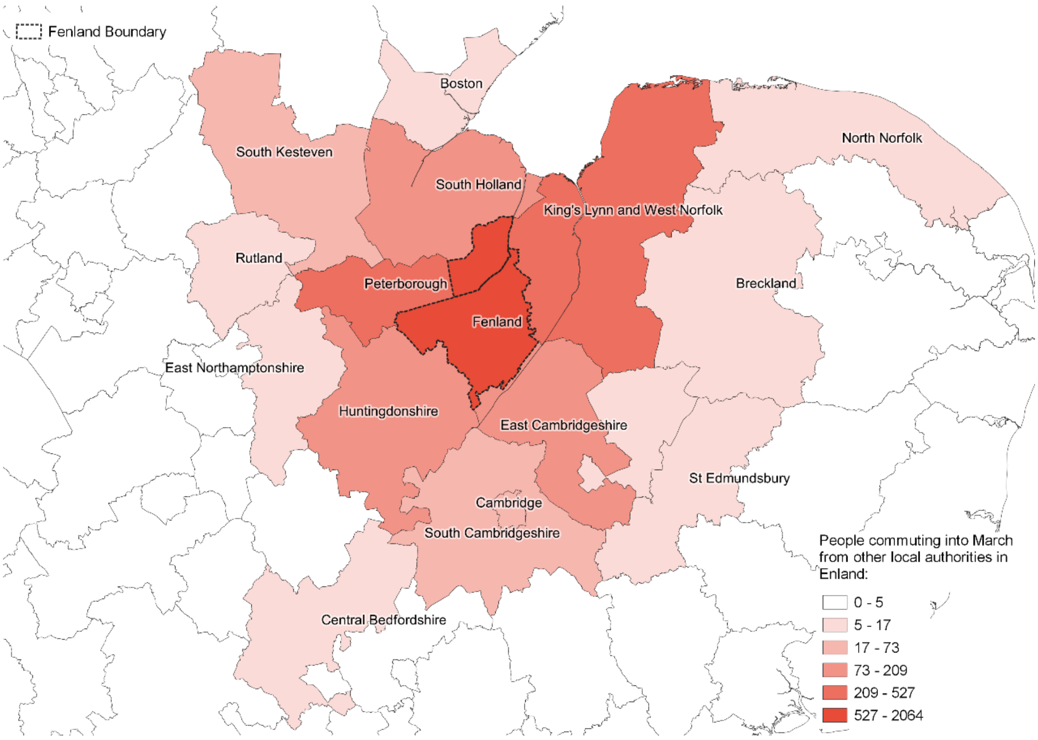


Source: Index of Multiple Deprivation 2019, Ministry of Housing, Communities and Local Government, 2019

Commuting

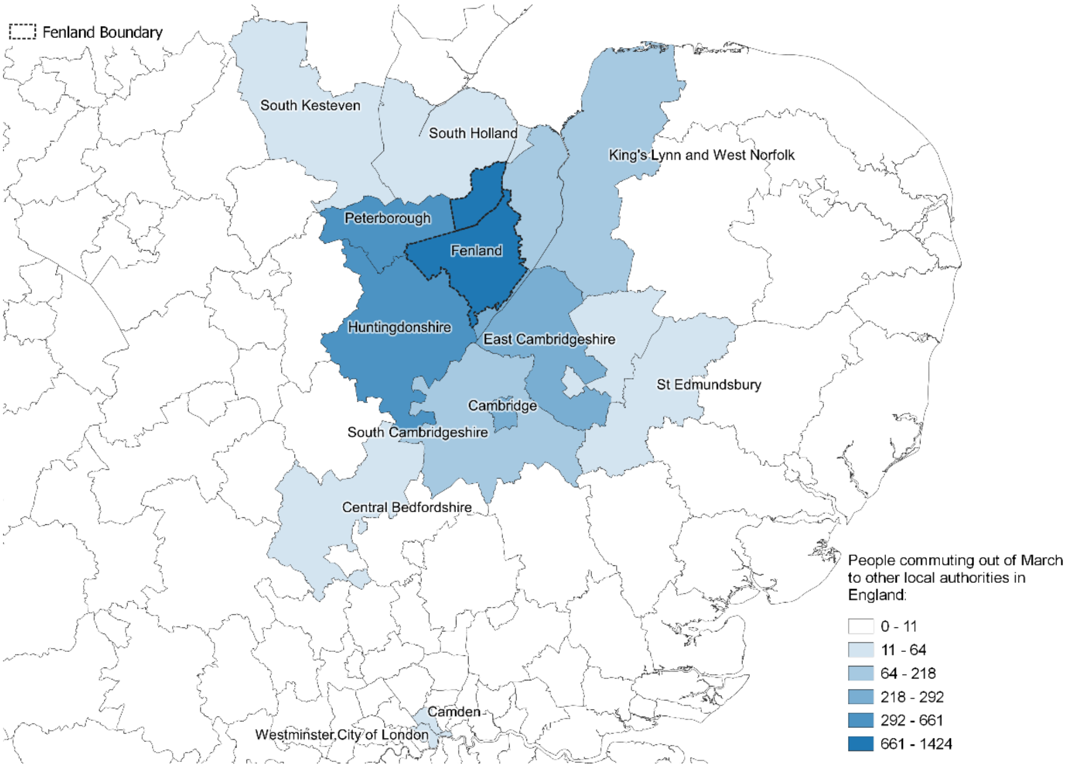
The most recent data showing commuting trends is from the 2011 Census. This shows that a total of 3,991 people commute to work in March, whilst overall 4,210 commute out of the town for work, resulting in a net population outflow of 219.

Commuter inflows to March from local authorities in England, 2011



Source: Origin Destination, Census 2011, ONS, 2019

Commuter Outflows from March to local authorities in England, 2011



Source: Origin Destination, Census 2011, ONS, 2019

The table below shows the origin and destination locations, for which more than 10 commuters are recorded. The main locations from where there is a net inflow of commuters into March include the rest of Fenland (640 people), King's Lynn and West Norfolk (229) and South Holland (132). Conversely, the largest net commuter outflows from March are to Huntingdonshire (386 people), Cambridge (223), South Cambridgeshire (153) and Peterborough (134).

Top origin destinations for March, 2011

Commuter Inflows		**Commuter Outflows**	
Place of residence	**March (Place of Work)**	**March (Place of Residence)**	**Place of work**
(Rest of) Fenland	2,064	1,424	**(Rest of) Fenland**
Peterborough	527	661	**Peterborough**
King's Lynn and West Norfolk	426	567	**Huntingdonshire**
East Cambridgeshire	209	292	**East Cambridgeshire**
South Holland	196	260	**Cambridge**
Huntingdonshire	181	218	**South Cambridgeshire**
South Kesteven	73	197	**King's Lynn and West Norfolk**
South Cambridgeshire	65	64	**South Holland**
Cambridge	37	36	**South Kesteven**
Breckland	17	33	**Westminster, City of London**
Forest Heath	13	26	**Central Bedfordshire**
East Northamptonshire	12	25	**Forest Heath**
St Edmundsbury	12	19	**Camden**
Boston	11	17	**St Edmundsbury**
North Norfolk	10	11	**East Northamptonshire**

APPENDIX E – March Retail Evidence

Research has been commissioned through Ward Property Consultants to inform our understanding of March's current retail performance and opportunities for development.

The report below provides:

- Commentary on the existing retail provision in March
- Commentary on values, transactions and availability for retail units

Commentary on the existing retail provision

Area of Focus

The main retailing area of March is focused on Broad Street and High Street (to its junction with Burrowmoor Road in the south). It is this within this area that this commentary focuses.

Current Provision

March is a small market town, and therefore the current retailing provision is "convenience" based which is to be as expected for a town of its size. It is however limited especially when compared to its larger city neighbours of Peterborough and Cambridge and therefore will lose a large proportion of discretionary spend on higher value goods to these centres. This will always be the case no matter how much investment can be brought into March.

March is home to a number of national multiple operators which are located primarily on Broad Street with operators including Boots, Superdrug, Holland & Barrett, WH Smith, M & Co, Specsavers and Clarks all represented. The High Street is largely occupied by local independent traders and pubs.

A number of the major food retailers are also represented in the town. Tesco Express and Heron Foods are located on Broad Street whilst Iceland has a large store accessed from High Street. Both Sainsburys and Lidl also have large stores in the town centre with extensive customer car parking, but these stores do not have a Broad Street or High Street frontage.

A few of the traditional high street banks are represented with Barclays, Nat West, Lloyds and Nationwide all having branches in the prime areas.

There are only a few multiple food offers represented, those being Costa, Greggs, Domino's Pizza and Subway. These are "café" and "fast food" type offers with no "casual dining" national-chain restaurants in the town such as Zizzi, ASK or Wildwood. There are a number of traditional pubs, but only one national chain (just Wetherspoons has a presence). All of the above suggests a limited leisure spend and night time economy.

There is another retail "anchor" store in the town, Boyes which is a regional variety store with c. 60 stores across the north and Midlands. This property is located in the extended study area.

There are a number of "big box" retailers located outside of the town centre on and around Wisbech Road, (A141) heading towards Westry. Tesco and B&M have large standalone stores with plentiful free car parking whilst there is also the Meadowlands Retail Park on the edge of the town where tenants include Argos, Halfords, The Original Factory Shop and Carpetright.

Values

Like the majority of towns in the UK rents have reduced over the past few years. For example, Holland & Barrett negotiated a rent reduction from £27,500 pa to £20,000 pa when they agreed to remove a break clause from their lease in 2013. Even at £20,000 pa their rent still reflects c. £35 Zone A which demonstrates the fall in values. This rent would be seen as over-rented in today's market.

The following table shows a selection of transactions completed in the recent past: -

Address	Floor Areas (approx. sq ft)	Date of availability	Quoting Rent	Comments
36 Broad St	GF - 660	December 2018	£9,500	Letting in December 2018. Quoting rent shows c. £20 ZA

10 Broad St	GF – 1,300 1st – 700	Sept 2018		Ex Santander. Sold for £170,000 with VP. (£85 psf capital value)
24 Broad St	GF – 450 1st – 400	June 2018	£12,500	Letting in Summer 2018. Quoting rent shows c. £28 ZA

Proposals

Developers have proposed new retail parks on the outskirts of March in the recent past.

Proposals were received to develop “Westry Retail Park” to provide c. 7,000 sq. m of open A1 retail park on a greenfield site on the outskirts of March. Marketing was undertaken in 2016 and Next were apparently signed to take a large store however this scheme did not proceed. The proposed layout can be seen below.

Proposed Westry Retail Park: 2016

Various planning applications have been received on this site over recent years. The following planning application was approved by the Council in June 2015: -

F/YR15/0640/F Full planning permission for the erection of five retail units (Class A1), 2 x drive-thru restaurants/coffee shops (Class A3/A5), associated parking, access, street furniture, balancing pond, pumping station, electricity sub-station and associated works and Outline planning permission for a further 3 x retail units (Class A1) with siting and access to be determined and all other matters reserved.

https://www.fenland.gov.uk/publicaccess/applicationDetails.do?activeTab=documents&keyVal=NR2Q0PHE01U00

More recently, in June 2019, planning permission was granted for the erection of five retail units (Class A1), 2 x drive-thru restaurants/coffee shops (Class A3/A5), associated parking, access, street furniture, balancing pond, pumping station, electricity sub-station and associated works and Outline planning permission for a further 3 x retail units (Class A1) with siting and access to be determined and all other matters reserved) for “Land South Of St Marys View, Wisbech Road, March” under reference “F/YR19/0346/NONMAT”. The applicant was Brossman Mils Limited.

https://www.fenland.gov.uk/publicaccess/applicationDetails.do?activeTab=summary&keyVal=PPC1UPHE0D800

A decision is still pending from an application made at “Land South and West Of 322 Wisbech Road Westry” in April 2018 under the following application number F/YR18/0566/F for: -

Erection of 13 x retail units (Class A1), 1 x drive-thru restaurant/coffee shop (Class A3/A5), 2 x units with A3/A5 use and associated parking and street furniture, and the erection of a pumping station, electricity substations, formation of a customer and delivery access, a new roundabout on A141, 3 x balancing ponds, involving the demolition of existing dwelling (St Mary's View)

Plans were also proposed to create a “March Retail Outlet Village” on a site of around 200 acres, which was originally earmarked for the relocation of the COWA Isle Campus. Approximately 12 acres was to be given over to the retail element.

A 50 to 60-acre countryside park was to connect to West End Park to provide a riverside walk to the town centre.

Any out of town retail and leisure scheme is bound to have an adverse effect on the vitality and viability of the town centre.

Investment Evidence

From our research we cannot see that any prime high street retail investments have traded in the recent past.

A prime shop came to the market in October 2019, which is the freehold interest in the Costa at 5/7 High Street. Costa occupy the building via an over-riding lease and pay a rent of £25,000 pa. The 2019 rent review has not been instigated). The vendors are seeking £400,000 for the property reflecting a 6% Net Initial Yield (NIY).

Prior to this, the Barclays Bank at 2 Broad Street was offered at auction in 2016 at a price of £900,000, reflecting a 6.25% NIY for a 14-year term certain to the bank. This failed to sell.

In October 2018 the B&M retail warehouse on March Trading Park was acquired for £2.6m, a 5.6% NIY. The property was let to a strong covenant for a further 12 years and sat on 1.8 acres.

The Meadowlands Retail Park was acquired in 2014 for £3.1m, reflecting a 9.2% NIY.

Valuing any high street assets is extremely difficult at the current time however the relatively small lot sizes of high street shops in March should ensure that there is reasonable interest from the local, private market. The Costa sale will provide a useful gauge of investment appetite for March in the current climate.

McDonald’s has applied for planning permission for a store on Wisbech Road, on the outskirts of March, close to the Meadowlands Retail Park.

APPENDIX F – Detailed Financial Modelling for Largest Schemes

APPENDIX G – Development Appraisal for Acre Road Development Site

Appendix removed as it contains commercially confidential information.

APPENDIX H - Proposed Timescales for Interventions

Package	Project Interventions	2020/21	2021/22	2022/23	2023/24	2024/25
		Year 1	Year 2	Year 3	Year 4	Year 5
Package 1: Broad Street	1-A: Broad Street public realm improvements					
	1-B: Pavement improvements to Sainsbury's car park link					
	1-C: Pavement improvements to Sainsbury's car park link					
Package 2: Riverside	2-A: Riverside Intervention					
	2-B: River edge at Nene Parade					
Package 3: Riverside South	3-A: Improved connection to the river and West End Park					
	3-B: Improve mooring platform					
	3-C: Improve connection from bridge to library garden					
Package 4: Market Square	4: Market Place/Square					
Package 5: Acre Road & Backlands	5-A: Refurbishment of vacant units					
	5-B: Mixed use development site					
	5-C: Alleyway improvements					
	5-D: Alleyway improvements					
	5-E: City Road square enhancement					
	5-F: Improve market connections					
Town Centre Wide	6: Reactivating vacant units programme					

APPENDIX I – Fenland Corporate Risk Register

This is the latest Corporate Risk Register. Please refer to the Council's Corporate Risk Strategy for further information about how the Council approaches risk management. Actions and comments for each risk have been revised and other changes are highlighted in green.

2 How risks are scored

2.1 The Council has adopted a consistent scoring mechanism for all risk identification, as it enables risks identified from other system to be escalated to the Corporate Risk Register.

2.2 The, probability, "likelihood", and effect, "impact", of each risk must be identified in order to help assess the significance of the risk and the subsequent effort put into managing it.

2.3 The risk score is calculated by multiplying the impact score by the probability score:

IMPACT	
Score	Classification
1	Insignificant
2	Minor
3	Moderate
4	Major
5	Catastrophic

PROBABILITY	
Score	Classification
1	Highly unlikely
2	Unlikely
3	Possible
4	Probable
5	Very likely

IMPACT x PROBABILITY = RISK SCORE

1.1.1.2

2.4 The impact and likelihood of risks is scored with regards the below levels:-

Score	1	2	3	4	5
Criteria	Insignificant impact	Minor impact	Moderate Impact	Major Impact	Catastrophic Impact
Performance	Objectives still achieved with minimum extra cost or inconvenience	Partial achievement of objectives with compensating action taken or reallocation of resources.	Additional costs required and or time delays to achieve objectives – adverse impact on PIs and targets.	Unable to achieve corporate objectives or statutory obligations resulting in significant visible impact on service provision such as closure of facilities.	Unable to achieve corporate objectives and/or corporate obligations.
Service Delivery	Insignificant disruption on internal business – no loss of customer service.	Some disruption on internal business only – no loss of customer service.	Noticeable disruption affecting customers. Loss of service up to 48 hours.	Major disruption affecting customers. Loss of service for more than 48 hours.	Loss of service delivery for more than seven days.
Physical	No injury/claims.	Minor injury/claims (first aid treatment).	Violence or threat or serious injury/claims (medical treatment required).	Extensive multiple injuries/claims.	Loss of life.
Reputation	No reputational damage.	Minimal coverage in local media.	Sustained coverage in local media.	Coverage in national media.	Extensive coverage in National Media.
Environmental	Insignificant environmental damage.	Minor damage to local environmental.	Moderate local environmental damage.	Major damage to local environment.	Significant environmental damage attracting national and or international concern.
Financial	Financial loss < £200,000	Financial loss >£200,000 <£600,000	Financial loss >£600,000 <£1,000,000	Financial loss >£1,000,000 <£4,000,000	Financial loss >£4,000,000
Legal	Minor civil litigation or regulatory criticism	Minor regulatory enforcement	Major civil litigation and/or local public enquiry	Major civil litigation setting precedent and/or national public enquiry	Section 151 or government intervention or criminal charges

The corporate risk register at a glance

1.1 Please see below for a summary of current risks and their scores. More detail follows in section 3 of this document, in which the individual risks are ordered by severity of current risk, in descending order.

Ref	Risk	Risk if no action			Current risk			Page in this register
		Impact	Likelihood	Score	Impact	Likelihood	Score	
1	Legislative changes	5	5	25	5	2	10	10
2	Brexit	5	5	25	3	3	9	11
3	Failure of contractors and suppliers working on the Council's behalf	4	5	20	3	4	12	7
4	Failure of IT systems	5	4	20	4	2	8	19
5	Insufficient staff to provide Council services	4	5	20	2	3	6	20
6	Breach of ICT security causes loss of service	5	5	25	2	3	6	21
7	Lack of access to Council premises prevents services being delivered	5	5	25	2	3	6	22
8	Funding changes make Council unsustainable	5	5	25	3	3	9	12
9	The Council's ability to cope with a natural disaster	5	5	25	4	4	16	5
10	Major health and safety incident	4	4	16	4	3	12	8
11	Fraud and error committed against the Council	5	4	20	3	3	9	13
12	Failure of external investment institutions	5	4	20	3	3	9	14
13	Failure of Governance in major partners or in the Council as a result of partnership working	4	5	20	3	3	9	15
14	Failure to achieve required savings targets	4	5	20	3	3	9	16
15	Over-run of major Council projects in time or cost	4	5	20	3	2	6	23
16	Service provision affected by organisational change	4	2	20	3	4	12	9
17	Political changes in national priorities	5	4	20	5	3	15	6
18	Capital funding strategy failure	5	4	20	3	3	9	17
19	Poor communications with stakeholders	4	5	20	3	3	9	18

2 Corporate risk register

Reference	Risk and effects	Risk if no action: Impact	Risk if no action: Likelihood	Risk if no action: Score	Mitigation	Current risk: Impact	Current risk: Likelihood	Current risk: Score	Risk Owner	Actions being taken to managing risk	Comments and progress of actions
9	Risk:- The Council's ability to cope with a natural disaster. Effects:- Natural disaster; malicious or accidental incident affects support required by civilians or disrupts existing Council services.	5	5	25	• Emergency plan • Emergency planning exercises beyond the district • Business continuity plans • Regular exercise and joint public sector workshops for Emergency Planning • Emergency Planning Communications Strategy • Review of approach with partner organisations as a result of lessons learned from 'near miss' flood events. • Local Resilience Forum	4	4	16	CMT	• Regularly test Emergency Plan • Test Service Business Continuity Plans • Ensure key emergency planning staff attend regular liaison meetings and training	Key staff such as Paul Medd attend regular multi-agency briefing and planning meetings. Management Team conducted an exercise to test our readiness for an emergency. Recovery Training has been delivered to all senior managers by the Cambridge and Peterborough Local Resilience Forum (CPLRF), additional training is in progress (Loggist, Recovery and Tactical Management). The Council's Emergency Management and Rest Plan have been updated. We have increased and trained the number of volunteer rest centre staff available. The Council will retain the use of each of the four Leisure Centres for rest centre sites.

		Risk if no action				Current risk					
Reference	Risk and effects	Impact	Likelihood	Score	Mitigation	Impact	Likelihood	Score	Risk Owner	Actions being taken to managing risk	Comments and progress of actions
17	Risk:- Political changes in national priorities Effects:- Changes in national political priorities may result in immediate changes that require additional resource to achieve and fail to reflect priorities determined by consultation.	5	4	20	• Financial & workforce planning • Monitoring by CMT and resultant Cabinet reports • Clear corporate planning and regular performance monitoring • Effective service & financial planning • Respond to national consultation on key policy changes • Membership of LGA as a Council Outside Body	5	3	15	Paul Medd	• Understanding and acting on intelligence from LGA, CIPFA and other local government sources. • Resources identified, approved and implemented without delay.	The risks of legislative change remain high as a result of the effects if the Brexit negotiation process, albeit that Brexit itself has been identified as a risk to the Council. (see reference number 2)

Reference	Risk and effects	Risk if no action: Impact	Risk if no action: Likelihood	Risk if no action: Score	Mitigation	Current risk: Impact	Current risk: Likelihood	Current risk: Score	Risk Owner	Actions being taken to managing risk	Comments and progress of actions
3	Risk:- Failure of contractors and suppliers working on the Council's behalf Effects:- Failure of contractor or partners to deliver services or meet agreed performance objectives leads to additional costs or failed objectives.	4	5	20	• Procurement processes – including financial aspects/ contract standing orders/ equality standards • Contract process – creation of robust contracts • Accountability and risk ownership documented • Service Level Agreements • Contract monitoring • Trained/skilled staff • Project management • Relationship Management • Business Continuity Plans	3	4	12	CMT	• Regular monitoring of contracts and performance by Managers. • Ensure that contracts have risk registers and mitigation in event of contract failure.	The Leisure service was outsourced in December 2018 Included within the contact is the requirement for contingency in case of service failure. Potential contractors are always checked for financial stability by the Accountancy team before contracts are let. Individual Council services share their own contingency to cover for contractor failure, and this is part of the Business Continuity Plan for each Service Area. We are carefully monitoring risks of supplier failure such as Capita issuing a profits warning over recent months. We have appointed a Contract Manager post who's role is to manage/monitor the performance of the Grounds Maintenance contract and the Leisure Service contract.

Reference	Risk and effects	Risk if no action: Impact	Risk if no action: Likelihood	Risk if no action: Score	Mitigation	Current risk: Impact	Current risk: Likelihood	Current risk: Score	Risk Owner	Actions being taken to managing risk	Comments and progress of actions
10	Risk:- Major health and safety incident Effects:- Major Health & Safety incident at Council leads to costs for inquiry, disruption to service and possible prosecution	4	4	16	• Health & Safety (H&S) Panel • H&S procedures – addressed at every service area • H&S audits in all services • Specialist H&S advisor • Corporate wide H&S training • Insurance • Aligned Port Health and Safety arrangements • Port Management Group and annual independent audit	4	3	12	Peter Catchpole /Gary Garford	• Ensure health and safety is standard agenda on all team meetings. • Ensure equipment inventory and inspections are up to date. • Review Risk Assessments and Action Plans. • Capture Port near misses and asses learning points	A thorough Health and Safety regime at the Council ensures that the residual risk remains carefully managed Programme of ongoing refresher training is in place

		Risk if no action				Current risk					
Reference	Risk and effects	Impact	Likelihood	Score	Mitigation	Impact	Likelihood	Score	Risk Owner	Actions being taken to managing risk	Comments and progress of actions
16	Risk:- Service provision affected by organisational change Effects:- Service provision and performance affected by organisational change, industrial action and/or staff sickness resulting in complaints, poor performance and possible further costs.	4	5	20	• Working environment / org culture • Staff Committee • Consultation with Staff Side • Flexible working • Established suite of people policies & procedures • Business continuity plans • Management training • "Springboard" appraisal for all staff support and development • CMT monitor and lead on human resource management. • Regular performance monitoring and management • IIP • Access to interim arrangements	3	4	12	Peter Catchpole	• Business continuity plans for each service. • Culture of Council remains effective.	Plans regularly checked and tested. Services have reviewed their Business Continuity Plans in the light of wider local government lessons learnt from the Grenfell Tower fire. All services have up to date Business Continuity Plans in place.

Reference	Risk and effects	Risk if no action: Impact	Risk if no action: Likelihood	Risk if no action: Score	Mitigation	Current risk: Impact	Current risk: Likelihood	Current risk: Score	Risk Owner	Actions being taken to managing risk	Comments and progress of actions
1	Risk:- Legislative changes Effects:- Changes arising from Central Government or EU legislation requiring significant alteration to organisational capacity, such as impact of welfare reform and universal credit, effects of devolution, introduction of new burdens.	5	5	25	• Monitoring Officer • Horizon scanning by Legal/CMT/Mgt Team • Service Manager responsibilities • Financial & workforce planning • Membership of professional/ Local Gov bodies aids horizon scanning • Mgt of change approach to mitigate significant impact to the organisation and its staff • Detailed project plans to change implementation • Respond to consultations on new legislation	5	2	10	Carol Pilson	• Use intelligence to identify impending changes and their effects. • Ensure staff trained and procedures changed. • Use professional networking to identify best practice for responding to change. • We respond to government consultations on changes to legislation or policy to influence its development.	Officers continue to horizon-scan for legislative changes and their effects. Further news on the longer term future of Local Government funding is still awaited. The most recent legislative change has been that the General Data Protection Regulation which came into force on 25th May 2018. The Council has compiled an Information Asset Register of all records it hold in both paper and electronic form, worked with IT system suppliers and conducted a staff awareness campaign to ensure that staff understand and are compliant with GDPR. The majority of information held by the Council is held with a legal basis for holding such as election and Council Tax records.

Reference	Risk and effects	Risk if no action: Impact	Risk if no action: Likelihood	Risk if no action: Score	Mitigation	Current risk: Impact	Current risk: Likelihood	Current risk: Score	Risk Owner	Actions being taken to managing risk	Comments and progress of actions
2	Risk:- Brexit Effects:- Uncertainty during transition period, followed by potential legislative, funding and policy changes after UK leaves EU may adversely affect the Council and its ability to provide services.	5	5	25	• Horizon scanning by Legal Services / CMT / Heads of Service • Financial & workforce planning • Membership of professional and Local Govt bodies aids horizon scanning • Management of change approach to mitigate against significant impact to the organisation and its staff • Detailed project plans to manage implementation of changes	3	3	9	Peter Catchpole / Carol Pilson	• Understanding and acting on intelligence from LGA, CIPFA and other local government sources. • Identifying policies that require changing, their effects and governance as Brexit effects start.	Whilst there has been a further delay to the potential implementation of Brexit, we continue to monitor progress and take account of any effects on local government as they emerge. The Council is actively preparing for the likely outcomes of ongoing Government Brexit negotiations: • The Council has a Corporate Brexit Project group; • The Council is an active partner of the Cambridge and Peterborough Local Resilience Forum (CPLRF), who have been tasked with looking at the potential impacts of a "No Deal" Brexit, and the associated local Impact. This is being led by the Cambridgeshire Fire and Rescue Service • The Council is a member of the Cambridgeshire Public Service Board, (This is the Executives of the partner organisations within the county, and Brexit is a standing item on their current agenda). The Council is reviewing information on its workforce and the requirements for any EU workers; we are also liaising with all partners to ensure their preparedness in this area.

		Risk if no action				Current risk					
Reference	Risk and effects	Impact	Likelihood	Score	Mitigation	Impact	Likelihood	Score	Risk Owner	Actions being taken to managing risk	Comments and progress of actions
8	Risk:- Funding changes make Council unsustainable Effects:- Economic changes, imposed savings requirements, changes to local government funding systems, uncertainties of pilot pension fund. Financial Mgt of NNDR, CTS leads to change in income /spending making Council unsustainable.	5	5	25	• S151/ Chief Finance Officer • Financial Regulations & Standing Orders • Appropriately trained staff • MTFS • Professional economic forecasts • Community consultation on service priorities • Our CSR programme • Political decisions linked to budget strategies • CMT efficiency planning • Efficiency Plan and CSR plan. • Executive steer of service /capital priorities. • Review fees /changes. • Reserves • Financial Mgt System • Budget monitoring.	3	3	9	Peter Catchpole	• Using intelligence to model and plan for future changes and risks and move away from reliance on Govt funding to balance our budget. • Regular monitoring of current position and reporting to Members. • Workforce planning covers all scenarios. • Inclusion in national working groups, modelling and lobbying for funding system after RSG ceases. • Sharing Council's Efficiency Plan with the Government allows guaranteed multi-year grant settlement raising funding certainty.	We are closely watching local government finance and the 2019-20 Council budget and Medium Term Financial Plan reflects how the Council will balance its budget and maintain appropriate reserves. The Fair Funding Review and Business rate Retention Scheme is being reviewed nationally, and there is some potential for this to impact on the Council's long-term financial position. Until this review is complete, the impact will be unknown, but the Council will continue to monitor the risk rating.

		Risk if no action				Current risk					
Reference	Risk and effects	Impact	Likelihood	Score	Mitigation	Impact	Likelihood	Score	Risk Owner	Actions being taken to managing risk	Comments and progress of actions
11	Risk:- Fraud and error committed against the Council Effects:- Potential for fraud, corruption, malpractice or error, by internal or external threats. In additional to immediate financial loss, this could harm reputation and lead to additional inquiry costs and penalties.	5	4	20	• Anti-fraud & corruption policy/ strategy • Financial Regulations / Standing Ord • Codes of conduct • Appropriately trained staff • Appropriate culture and risk awareness • Segregation of duties • Supported financial mgt system • Budget monitoring regime • Internal Audit review of sys /and controls • Bribery & corruption / fraud risk assessments • Indemnity insurance • Whistle-blowing procedure • Annual Governance Statement • ARP fraud resource • National Fraud	3	3	9	Peter Catchpole and Carol Pilson	• Increase staff vigilance • Fraud awareness training for Managers • Raise profile internally and externally for successful prosecutions	The Council has assisted with each annual National Fraud Initiative, cross-matching information with records held nationally.

Reference	Risk and effects	Risk if no action: Impact	Risk if no action: Likelihood	Risk if no action: Score	Mitigation	Current risk: Impact	Current risk: Likelihood	Current risk: Score	Risk Owner	Actions being taken to managing risk	Comments and progress of actions
12	Risk:- Failure of external investment institutions Effects:- Failure of external investment institutions affecting availability of funds or return on investment reducing cash flow and resource availability	5	4	20	• Policy for maximum investment/ borrowing levels limits liability • Credit ratings • Financial management • Reserves • Insurance • Medium Term Financial Strategy • Treasury Management Strategy	3	3	9	Peter Catchpole	• Effective Treasury Management strategy. • Robust auditing of processes and policies.	The Council's treasury management position is regularly reviewed and is currently showing a good position. The proposed Treasury Management Strategy was considered in February 2019.

Reference	Risk and effects	Risk if no action: Impact	Risk if no action: Likelihood	Risk if no action: Score	Mitigation	Current risk: Impact	Current risk: Likelihood	Current risk: Score	Risk Owner	Actions being taken to managing risk	Comments and progress of actions
13	Risk:- Failure of Governance in major partners or in the Council as a result of partnership working Effects:- Partnership governance not adopted or followed, leading to unachieved priorities and poor performance by major partner agencies:- Cambs and Peterborough Combined Authority, Anglia Revenues Partnership, CNC Building Control, Shared Planning, Payroll delivered by Bedford BC.	4	5	20	• FSP, Fenland Public Service Board, Cabinet and O&S, bi-annual stakeholder events ensure accountability • ARP Joint Committee and Operational Improvement Board, Cabinet, O&S, joint risk registers • CNC Joint Members Board, Cabinet plus O&S • Shared Planning Board, Cabinet plus Overview and Scrutiny, joint performance indicators • Project plans / perf' monitoring shared risk registers • PCCA Membership.	3	3	9	Carol Pilson / Peter Catchpole	• Assurance that governance models correctly followed and in the Council's interests. • Support Members in governance of partnership bodies. • Internal Audit partnership arrangements. • Ensure that the Council's interests are protected as Members of the Combined Authority and as Officers working on joint projects.	The Annual Governance Statement being reported to Corporate Governance Committee shows the Council is in a strong governance position. Scrutiny of ARP and Planning takes place on an annual basis and Cabinet members sit on Boards to ensure the effective delivery of partnership arrangements such as CNC Board for building control. The Council is currently undertaking developmental work in relation to the proposed partnership agreement with Peterborough City Council regarding the joint CCTV service for implementation in November 2019.

Reference	Risk and effects	Risk if no action: Impact	Likelihood	Score	Mitigation	Current risk: Impact	Likelihood	Score	Risk Owner	Actions being taken to managing risk	Comments and progress of actions
14	Risk:- Failure to achieve required savings targets Effects:- Failure to achieve efficiency saving, maximise income, or performance targets, results in greater than budgeted costs and potential risk of Council not being able to set a balanced budget.	4	5	20	• Heightened analysis of budgets and services by CMT • Implement Service Transformation • Implement Procurement Strategy • Corporate plan • Pursue action to increase income streams • Performance Management Framework • Budget and performance monitoring	3	3	9	CMT	• Robust control of corporate Transformation Plan. • Regular progress reports and assurance to Members.	Delivery of CSR continues including delivering savings planned for in the Council's annual budget and medium term financial strategy. Cabinet have considered the Council's projected positive financial outturn position . Further 'Council for the Future' savings will be identified

		Risk if no action				Current risk					
Reference	Risk and effects	Impact	Likelihood	Score	Mitigation	Impact	Likelihood	Score	Risk Owner	Actions being taken to managing risk	Comments and progress of actions
18	Risk:- Capital funding strategy failure Effects:- Financial risks of capital funding shortfalls leading to increased burden to the Council. Potential for marginal deficit in capital program if future funding is not realised	5	4	20	• Asset mgt plan • Asset disposal linked to capital programme • Corporate Asset Team • CMT monitoring of capital receipts/effect on capital prog' • Regular Cabinet review of the capital prog' , member with responsibility for assets • Additional funding opp's identified and pursued where possible • Project lead monitors site valuations linked to econ' dev' proposals. • Marketing and identification of potential land purchasers, flexibility of planning guidance aligned to market needs • Continued consultation with econ ptners	3	3	9	Gary Garford / Peter Catchpole	• Forward planning and horizon scanning. • Regular high level monitoring of direction of travel and mitigation required. • Asset Management Plan. • Asset disposal strategy	The Council's capital funding programme is regularly reviewed by Officers and by Cabinet. The current projected funding deficit will be met by borrowing and the relevant annual financing cost has been included in the Council's Medium Term Financial Plan. Should resources from external funding and/or capital receipts not generate the level of receipts forecast, or there is a delay in disposal of assets, then the capital programme will need re-visiting to ensure funding is sufficient to meet proposed expenditure. Reviews of the programme and resources available are carried out regularly during the year.

Reference	Risk and effects	Risk if no action: Impact	Risk if no action: Likelihood	Risk if no action: Score	Mitigation	Current risk: Impact	Current risk: Likelihood	Current risk: Score	Risk Owner	Actions being taken to managing risk	Comments and progress of actions
19	Risk:- Poor communications with stakeholders Effects:- Poor communication with stakeholders and staff leads to poorly informed direction of resources and lack of support for change	4	5	20	• Internal and external regular publications • Staff and management meetings • Regular staff communication from the Chief Executive • Key stakeholder networks for consultation • Forums for perceived hard to reach groups • Co-ordinated press releases • Comments, Compliments and Complaints monitoring and reporting procedure • Customer Service Excellence accreditation • New consultation strategy now live	3	3	9	Carol Pilson	• CSE Action Plan. • Staff survey. • Public consultations on key issues. • 3cs refresher training	The Council's CSE performance is assessed each year by an external expert. The Council has a dedicated project team to ensure ongoing progress against CSE requirements/actions.

		Risk if no action				Current risk					
Reference	Risk and effects	Impact	Likelihood	Score	Mitigation	Impact	Likelihood	Score	Risk Owner	Actions being taken to managing risk	Comments and progress of actions
4	Risk:- Failure of IT systems Effects:- Failure to secure and manage data leads to loss of/ corruption of / inaccuracy of data, results in disruption to services and breaches of security. A further consequence could be financial penalties and reputational risk.	5	4	20	• Data protection policy and procedure • Freedom of Information publication scheme • Data retention policy and procedure for archive and disposal • Information breach response plan • Monitoring Officer role comprises Senior Information Risk Officer function • Business continuity plans • ICT system security • Public Services Network compliance • Paperless office project • Countywide information sharing framework	4	2	8	Carol Pilson / Peter Catchpole	• Effective auditing of systems and data held. • Data backed-up securely off-site. • Regular penetration testing. • Regular review of business continuity plans	GDPR is live, see risk 1. An additional internet feed to Fenland Hall has been installed to improve resilience.

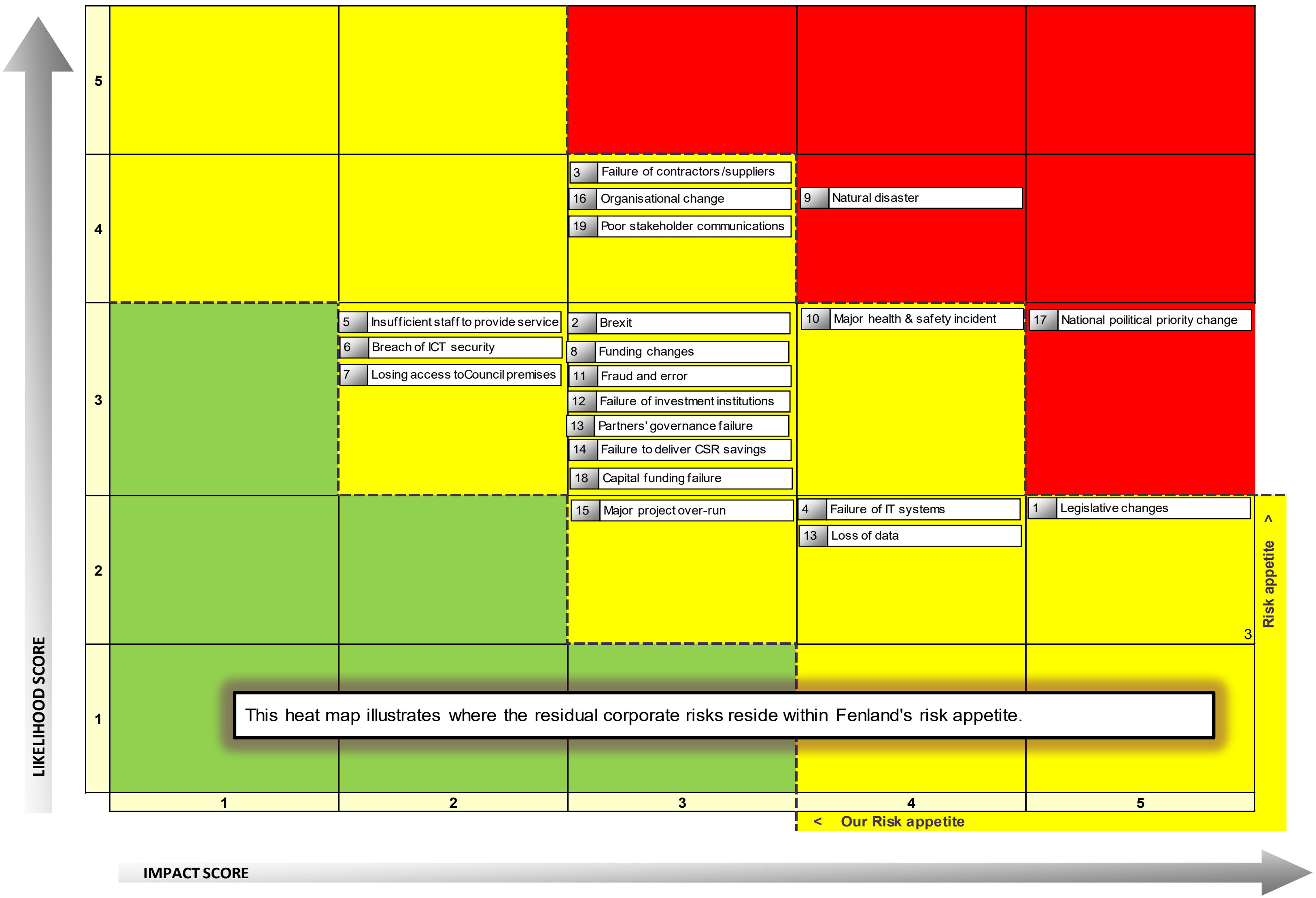
		Risk if no action				Current risk					
Reference	Risk and effects	Impact	Likelihood	Score	Mitigation	Impact	Likelihood	Score	Risk Owner	Actions being taken to managing risk	Comments and progress of actions
5	Risk:- Insufficient staff to provide Council services Effects:- Constraints to effective workforce planning lead to poor standards of service or disruption to service. Service transformation and commissioning can help build resilience, but could also lead to a loss of qualified and knowledgeable staff, which exposes the council to risk of service failure and legal challenge.	4	5	20	• Learning & Development framework / Training • Working environment /culture • Staff Committee • MTSP • Flexible working • Established suite of people policies & Procedures • Business continuity plans • Management training • 121s /Springboard staff development and appraisals • Service planning process • Access to interim staff via frameworks • Effective sickness management	2	3	6	CMT	• Ensure all services have effective Workforce plans incorporated into Service Plans, which ensure all work is prioritised • Effective succession planning.	Services have published service plans, learning requirements and workforce plans for 2019-20 to ensure teams are staffed according to current establishment and to take account of priorities and longer-term trends.

		Risk if no action				Current risk					
Reference	Risk and effects	Impact	Likelihood	Score	Mitigation	Impact	Likelihood	Score	Risk Owner	Actions being taken to managing risk	Comments and progress of actions
6	Risk:- Breach of ICT security causes loss of service Effects:- Major IT physical hardware failure or electronic attack, such as viruses, hacking or spyware, causes disruption to services and breaches of security. A further consequence could be financial penalties and reputational risk.	5	5	25	• Anti-virus software • Geographically distributed servers • Tested disaster recovery plan • Back-ups stored off site • Secondary power supply • Revised security policies • Critical services' business continuity plans include manual operation	2	3	6	Peter Catchpole	• Effective auditing of systems and data held. • Data backed-up securely off-site. • Regular penetration testing.	The Council has subscribed to the National Cyber Security Centre's (NCSC) Web Check service that helps public sector organisations fix website threats. This service regularly scans public sector websites to check if they are secure. NCSC have advised that the Fenland Council site is secure. Council IT systems and website are as secure as possible with current anti-attack software and processes up to date. When vulnerabilities are made known by software vendors, software is updated to reduce the risk of malicious attack.

Reference	Risk and effects	Risk if no action: Impact	Likelihood	Score	Mitigation	Current risk: Impact	Likelihood	Score	Risk Owner	Actions being taken to managing risk	Comments and progress of actions
7	Risk:- Lack of access to Council premises prevents services being delivered Effects:- Disruption of service provision.	5	5	25	• Alarm and security systems • Fire drills • Business continuity plans • Emergency planning network • ICT disaster recovery and offsite testing • Relocation procedures - critical and support services • Geographically distributed sites • Remote working • Statutory building inspection and checks	2	3	6	Gary Garford	• Regularly test Emergency Plan • Test service Business Continuity Plans • Ensure key emergency planning staff attend regular liaison meetings and training	Plans regularly checked and tested and emergency planning exercise was conducted last month.

Reference	Risk and effects	Risk if no action: Impact	Risk if no action: Likelihood	Risk if no action: Score	Mitigation	Current risk: Impact	Current risk: Likelihood	Current risk: Score	Risk Owner	Actions being taken to managing risk	Comments and progress of actions
15	Risk:- Over-run of major Council projects in time or cost Effects:- Failure to manage projects effectively leads to overruns on time or cost and failure to achieve project aims.	4	5	20	• Project Management methodology • Contract Standing Orders & Financial Regulations • Service plans • Budgetary control • Management and Portfolio Holder oversight	3	2	6	CMT	• Robust project management. • Effective risk registers for projects.	Effective project management remains a Council priority. Major projects are closely monitored by CMT and Cabinet members and progress is reported to Council via Portfolio Holder briefings.

5 Heat map – residual risk


LIKELIHOOD SCORE
5
4
3
2
1
3 Failure of contractors/suppliers
16 Organisational change
19 Poor stakeholder communications
9 Natural disaster
5 Insufficient staff to provide service
6 Breach of ICT security
7 Losing access to Council premises
2 Brexit
8 Funding changes
11 Fraud and error
12 Failure of investment institutions
13 Partners' governance failure
14 Failure to deliver CSR savings
18 Capital funding failure
10 Major health & safety incident
17 National poilitical priority change
15 Major project over-run
4 Failure of IT systems
13 Loss of data
1 Legislative changes
Risk appetite
This heat map illustrates where the residual corporate risks reside within Fenland's risk appetite.
1
2
3
4
5
< Our Risk appetite
IMPACT SCORE

1.1.1.2

APPENDIX I – COVID Q &A from MHCLG

1. Do you propose to review your scheme – or the market analysis underpinning your scheme - in response to changing market conditions? If so, how? If not, why? (300 words)
2. How do you anticipate that co-funding of your project and/or your project programme may be affected by changing market conditions? (500 – 750 words)
3. How will you review and refine your evidence of demand from developers and occupiers in coming months, in response to changing market conditions? (500 – 750 words)
4. If deliverability of your scheme is now likely to be impacted by market conditions (for example a reduction in demand from developers and occupiers), what would be your strategy to revise proposals for your scheme in order to accelerate / protect delivery of outputs and outcomes? What activities need to be brought forward first in order to progress your scheme? (500 – 750 words)
5. If deliverability of your scheme was disrupted or delayed as a result of market confidence (for example, delay in follow on investment materialising, which leaves some areas of land undeveloped), what would be your strategy for interim management of the area? Explain any proposals you have for meanwhile activities and how these fit within your overall plans. (500 – 750 words)
6. How do you anticipate changing market conditions will have an impact on the benefits and outcomes you were hoping to deliver through your scheme? (500 – 750 words)
7. What impact do you anticipate changing market conditions will have on the financial aspects of your scheme? Please give details on which aspects are likely to be more uncertain e.g. level of co-funding, income, cost inflation, site values etc. and how you propose to reflect this uncertainty in your final submission. Under normal circumstances, we would expect a series of financial models showing a range of scenarios based upon different levels of confidence and uncertainty around key elements and are keen to understand how you foresee the current change in market conditions impacting such modelling. (500 – 750 words)

Q1: It is currently a period of considerable uncertainty, which will have a significant impact on investment proposals over the coming months, and potentially years. The UK is in the midst of the current crisis and the current lockdown restrictions are having a significant impact on the day to day operations of many organisations, beyond what would be associated with a policy of social distancing. Market and valuation advice from all sources are subject to caveat following advice from the Royal Institute of Chartered Surveyors. Market forecasts contained in this bid are correct and consistent as of April 2020, and there are no plans to update them prior to submission.

Q2: The public realm components are not subject to co-funding and will not be affected. The Acre Road investment and the Vacant Unit Reactivation & Flats over the Shops initiate could be affected and may result in delays in delivering the expected private sector funding. The impact of delaying Acre Road for 12 months has been assessed in the financial case.
However, we would note the following factors:

- While there is expected to be a lasting impact on UK government debt, as a consequence of the temporary support measures in place at this time and the loss of tax revenue, UK economic activity is currently expected to return to normal levels by the end of 2021 (OBR Central Forecast Scenario).
- The private sector funding and delivery at Acre Road are not scheduled to begin until after this date (see five year spending profile).
- Discussions with developers are already occurring. In April 2020, FDC received a request for pre-application planning advice from the major land owner at Acre Road. This relates to a residential-led scheme for 5 dwellings. Coming at the height of the Covid crisis, this clearly shows developer interest in the site, and provides a mechanism through which FHSF funding could secure a more desirable market-led outcome.

Q3: There will be ongoing discussions with developers and occupiers in the coming months. This will build on the extensive public consultation that has involved both businesses and individuals in March Town Centre through the Town Council and Growing Fenland initiatives. In addition, FDC are also cooperating with a wide ranging assessment of the local impact of Covid led by Greater Cambridgeshire Partnership and the Cambridge and Peterborough Combined Authority. This involves real-time monitoring of commercial property market indicators.

Q4: We do not believe that deliverability of our scheme will be adversely affected by the current market conditions. We refer to a) the OBR central forecast b) evidence of strong market demand in March and c) the public realm components of the proposal which are fully in the control of FDC and Cambridgeshire County Council.

Q5. The principle risk for our proposal relates to Acre Road. Contingencies for site delivery include using FDC's LATCo to take ownership and develop the site independently (see Commercial Case for an explanation of various delivery routes. FDC's new LATCo offers a method through which Acre Road could be developed while abiding to clear public sector investment principles outlined in Fenland District Council's Commercial Investment Strategy. This strategy allows for investment in regeneration and place shaping where a clear return can be identified. In these terms, economic regeneration is defined as "the broad process of reversing physical, economic and social decline in an area where market forces will not do this without intervention." In most cases, spending on economic regeneration may not result in direct income to the Council as it would from an investment property. However, it can deliver indirect income through an increase in business rates and council tax income (where there is new housing) and generally through increased fees and charges from greater use of Council facilities. The Investment Strategy outlines the circumstances where intervention may be justified, the required rates of return, and how success may be measured in wider terms than purely financial indicators. This approach offers one way in which viability and delivery issues could be addressed.

The preferred delivery vehicle will be subject to a cabinet-level decision by FDC members when the market impacts of Covid-19 become a little clearer.

Q6. Our assumptions on benefit realisation are very conservative and would see March's performance simply match MHCLG approved benchmarks for Land Value Growth. For the preferred option, we have applied appropriate sensitivity tests, and have demonstrated there is considerable degree of 'headroom' above and beyond the required 2:1 BCR.

The Economic Case also includes a do minimum option which also scores robust returns. This do minimum option involves structurally significant changes to the town centre which are deliverable and fully in the control of FDC and Cambridgeshire County Council.

Q7. Appropriate professional advice has been secured for all cost estimates, and allowances for risk have been incorporated into the financial analysis. We have also tested the financial impact of delays to the Acre Road Development site through a new financial scenario.

Appendix K: Community Consultation Responses

March Future High Street Fund Bid - Community Consultation			
We would like your views. If you would like to comment on our proposed bid, please fill in the box below.			
Answered	**102**		
Respondent	Response Date	Response	FDC Project Team comments
1	Apr 26 2020 04:05 PM	High Street Proposal - this will.only work if there is another crossing over the river. It's going to cause more congestion in the town centre. If there was another river crossing this could work. Market Place - still feel parking should be allowed. We need to try increase the use in area now and if that successful, then we look at taking parking away. But at the moment, based on current usage, the area is a waste unless using for parking. Acre - wouod be good to see a shopping development area, but some.of.those building can not be lost. They are too historic to the area. Might be nice to turn the area into a historical sight with pop up market facilities in this area. Create a nice communal area allowing for public events in a safe area, whilst retaining historic area	Modelling of current and future traffic flows indicate that the scheme will improve traffic management, keeping a flow through the town. Additionally it will mean fewer idling cars at traffic lights – this will improve air quality in the town centre. Due to the current use (i.e. parking) the space is not used for other activities. This project's transformation of the Market Place will ensure that the market has the opportunity to become more vibrant and that the local community has more opportunity to use this public space. Our current plans keep the historic buildings and bring them back into use, as well as developing the space around them. This would add another dimension to March, drawing more people into the town ensuring the town becomes more vibrant and sustainable for the future.
2	Apr 26 2020 03:41 PM	I really like the ideas. Having more cafes and outside places to sit and relax would be lovely	
3	Apr 26 2020 03:16 PM	I would really disagree with limiting traffic in the town centre on Broad street, I think the fact you can get there, park and go in a shop keeps the shops alive, if you pedestrianise it there will be nothing but cafes and people from outside march will never visit.	Community feedback previously received highlights traffic as the key issue in the Centre of March. Independent urban design specialists agree that this is the case; these proposals improve traffic flow whilst also rebalancing the current traffic-centric focus of March to one that will

		Agree with a re road refurb, it's an eyesore, and so is the river area, if you take away the toilets they need to be replaced...people are constantly urinating around the library area outside and it's absolutely disgusting and unhygienic and horrible if you have children.	encourage people on foot or bike. Thank you; toilet provision will be evaluated. Currently the public toilets are lightly used.
4	Apr 26 2020 12:25 PM	Looks good a few play areas for kids always good. Some attractive lighting and water features would be great for the town centre. The shops are dwindling though and a more useful range of retailers would keep people in the town ie sports direct, mountain warehouse, next, maybe m&s foodstore will attract even more people to the town filling empty shops and less travelling for people. Riverside would be great if plenty of bins.	It is anticipated that these proposals will ensure that March becomes a more vibrant town in the future, with more visitors than we currently attract. If this happens, it will encourage shops, as well as a more versatile offer including a more attractive night time economy.
5	Apr 26 2020 11:41 AM	A lot of thought has gone into this to make it right for everyone I think the proposals are good for moving forward in March	
6	Apr 26 2020 10:50 AM	I agree with the proposals	
7	Apr 26 2020 07:08 AM	All looks great I think s whole pedestrian broad street would be better, trying to cross from one side of the street to the other I'd s nightmare. Also more parking is required in the centre if town please. Is there also a way to ease the traffuxtrying toget out of Sainsburys some days that takes up to 20mins especially at Christmas.	There is unused space within the car parks close to the town centre and removing Broad Street parking will further reduce traffic in the area. Improving traffic flow in the North of Broad Street should support improvements in traffic flow from Sainsburys. These plans do not look into Sainsbury's car patrk issues and this is one for the supermarket to consider.
8	Apr 26 2020 12:00 AM	Any update to the town is much needed and will be welcomed by many, the artist illustrations look very good fingers crossed on the proposed bid	
9	Apr 25 2020	I think it all looks great. Good luck with the bid	

	10:24 PM		
10	Apr 25 2020 05:15 PM	Any area for sitting by the river should somehow try and discourage groups to sit around all day drinking, like the area near the toilets do at the moment. Also I don't think a zebra crossing on the Main Street will work as it would disrupt the flow of traffic in town too much. Not quite sure if included but there should be enough spaces provided for the buses to park without hindering the flow of traffic.	Once completed the area will be monitored as required. The current arrangement of traffic lights stops the traffic completely. Adding in the crossing is proven to work elsewhere. Bus parking is out of the flow of traffic.
11	Apr 25 2020 05:13 PM	March needs a McDonald's immediately! Also a little shopping centre would be nice like they have in Wisbech.	
12	Apr 25 2020 04:50 PM	The proposed plans look great, all plans give a nice modern feel to the town and looks like the traffic can be managed better than it currently is	
13	Apr 25 2020 04:19 PM	Think that Broad Street should have traffic one way from Greggs to Lloyd's Bank. The reverse direction should be forced to turn left at Barclays (except Buses Only) and travel towards Wetherspoons. All buses should stop at March Railway Station. There should be stricter controls on the 7.5tonne limits. There should be a planning limit on charity shops, betting shops & vape shops.	Traffic modelling highlights that the planned scheme will improve current and future traffic flows. The impact of removing parking from Broad Street will have a positive impact, along with removal of parking on the Market Place.
14	Apr 25 2020 03:58 PM	The plans for the town are great and much needed. I do not believe the road layout will work though. We only have two bridges and there will be too much congestion. This idea has been around for a long time and all that has happened is an increase in traffic. This needs to be done in stages, create the business areas down acre road and make some of the improvements. This will hopefully bring business and more	Modelling indicates that the new traffic scheme will improve current and future traffic flows. It does, on first impression, appear counter-intuitive, but the constant flow of a roundabout, now traffic parking, pulling out, backing in and no stopping at traffic lights all influences the current, stop-start flow of traffic.

		investment. Ideally we need a third bridge but this can't happen without a serious injection of money	
15	Apr 25 2020 03:54 PM	The town struggles for parking as it is. Removing the parking from the market place and the center of town will damage businesses. The only way this would work is if there is a guarantee of not charging for parking in City road car park. Staff will need to be able to park all day without having to pay. By the sounds of it there is no actual plan for the market place. A cafe culture won't just appear, the council would need to actively promote this and they would have a greater impact if they removed the ridiculously high business rates that the shops in the town centre suffer. The river bank needs a certain amount of cleaning up to make it usable in the town centre however it doesn't want to become a manicured space. That would completely ruin the look of a market town and it wouldn't fit with March.	Removing the parking will make the town a far better place to visit and is what the community have highlighted as required. There is plenty of available parking that is less than 5 minutes from the centre of town. Currently FDC does not charge for car parking. By having access to the Market Place without having to juggle car parking and opening and closing the space to cars, opportunities to create community events / pop up shops / re-vitalise our market will become possible. Promotion will be needed and it is anticipated that local partners would work together to make this vision work. The space where the public seating area is planned is a lost wasteland of poor quality trees behind a little used public toilet and shelter. This project plans to open up this space and improve it for all to use – March sits on a river and does not capitalise on this important town asset.
16	Apr 25 2020 12:23 PM	I love the way the new town could look with a great use of space and our beautiful river.. the market place is lovely and would be great to be used as it was intended all the time for local talent Hopefully with these changes more shopping will come and service our town and people won't feel they need to shop outside of our market town...encourage local shopping again.. Could the Acre space be turned into a mini shopping mall?	

			It is intended to keep the historic building in the Acre area encouraging a more art and cultural feel to this aspect of March. A shopping mall is not intended and would be unlikely to be financially viable in March.
17	Apr 25 2020 11:14 AM	Broad St looks like a great idea. Take back the road from the car and make it a place to go. Wonderful. Be nice to have the fountain where people can see it properly. I guess it can safely be moved because it has been moved before? Let's make the town centre a place to do business. Small businesses in the heart of the town to support the shops and market.	
18	Apr 25 2020 11:12 AM	One way system through the town centre would work better	The traffic modelling based on current and future population levels does not support this approach.
19	Apr 24 2020 06:36 PM	Looks exciting. Let’s hope it can be delivered. The done desperately needs this investment	
20	Apr 24 2020 04:08 PM	The plans for Broad Street are ambitious and will likely see a lot of resistance from older generations, but the plans aren't for them, they're for their children. It does appear that over time our societies will move away from cars, so partially pedestrianising Broad Street is the way forward, however in terms of feasibility and benefit to the town I feel that this aspect of the plan should be low-priority. The plans for the Riverside transformation are great in theory, but in reality they could have unintended consequences. An area with lots of seating that is partially hidden from the main street could become a hot-spot for anti-social behaviour, much like the shelters and public toilets that currently occupy this location. The obvious solution to this would be to ensure that	Thank you – we will ensure that the area is monitored appropriately once developed.

		area is very well lit and to consider CCTV coverage. The plans for the Market Place seem to be the most feasible and, in terms of impact on our economy, could be the most efficient use of funding. Concerns about the loss of parking here are overstated as there is plenty of parking throughout the town. The idea of pop-up stalls and better markets however would require a lot of organisation and advertisement from the Council if they are to be successful. The information on Acre Road is quite vague at the moment, but it is space that is very much underutilised. While some may voice concerns regarding the loss of "historical character", I feel that these buildings are an eyesore and should be demolished. If these central locations are snapped up by the right company, the benefit to the town could be far greater than any of us could imagine. Overall, I think the proposed plans represent a positive direction for the town and wish you the best of luck in your bid for funding.	The current plan is to keep the historic properties and refurbish them, as well as adding in modern buildings in this key town centre space. The mixed nature of the development should enhance the market town feel of March, whilst also indicating that the town is looking ot he future.
21	Apr 24 2020 02:20 PM	Would all be amazing apart from losing some car parking spaces from the market and centre of town	The town has plenty of car parking within a 5 minute walk of the town centre. Removing the market place and Briad Street parking will improve the space for pedestrians shopping, improve air quality and reduce traffic congestion in the area.
22	Apr 24 2020 09:11 AM	what about parking?	See comment 21

23	Apr 24 2020 06:35 AM	In principle the proposals seem to have a lot of merit, although for the project to be successful the long term viability of new and existing town centre businesses will be essential. In a post-lockdown world this isn't necessarily going to be certain, particularly with the relentless rise in internet shopping. Many local businesses are already fragile and some are likely to shut their doors for good before the current emergency is over. To stimulate the local economy and to make it attractive for new shops etc to start up, business rates must be set at a realistic level. As a small market town in a rural area, March relies on people travelling in to the shops from outlying areas which requires adequate and free parking. However, from the drawings it appears that all of the current parking in Broad Street and Market Place will be lost. What plans are there for a suitable town centre car park to compensate for this?	There are several car parks within a 5 minute walk of the town centre that are available to all to use – at no cost. See comment 21.
24	Apr 23 2020 01:51 PM	There is some nice ideas in the drawings . However I think special plans should be made to ensure that any 106 money is spent in the town and not turned down becasue the builders wont make enough money as has happened with previous developments. I also think that officers should negotiate , before any building starts. Who owns and is responsible for the maintenance of street lighting .At the moment the lighting is jointly owned between Fenland and the County . Could I also suggest that regardless of what designer are chosen over the river side development That preliminary talks begin as soon as possible . As there appears to be several organisations involved with the ruining and protection of the river ,whom would benefit from clear guidance . Also the introduction of the removal of the permission to empty sewage into the river by some boat owners .	

		Also wheelchair access to the river which is often over looked . Previously Ogdans yard/market /auction buildings was demolished. It was obvious that the roofs of the building where made of asbestos. During and after the demolition no signs , warning or protective clothing where used by the work force. Could I suggest that before any building takes place that the sight is checked and cleansed up correctly before building work starts. Hopefully no one has been contaminated , but only time will tell . please continue to keep the population informed in this exciting quest .	The draft design for the riverside plans will be accessible. Appropriate risk assessments and land assessments will be undertaken prior to development work.

25	Apr 22 2020 08:41 PM	I do like the idea of regenerating the town and improving it's appearance and making areas more accessible. The semi-pedestrianisation is also welcome. I am a member of the March Society and on their committee as I care very much about the town where I was born and brought up. As such I am very concerned about the effect this regeneration may have on the current conservation area and the Acre Road cottages and other historical buildings which I feel could be restored and brought back into use as part of the regeneration process, thus retaining the town's character whilst improving it's overall appearance. I would like to suggest for example that the Electric Palace be restored and turned into a theatre/cinema which would be a great asset to the town and surrounding area. Also couldn't the Acre Road cottages be restored for housing instead of demolishment? I know that many March people think for these buildings to disappear would be a huge loss and a crying shame. It is imperative we get this right.	The current plan is to bring the Acre cottages back into use and retain and enhance this historic aspect to March that is currently run down and dilapidated. The project team assessed this option. It falls outside the affordability and benefit cost ratio requirements of the Future high Street Project. See above
26	Apr 22 2020 08:28 PM	Less barbers less Chartiy shops less take a ways more high street names clothes shops hardware shops since I moved here over 10 years I have notice the loss of good name shops we have over 8 take away shops in the high street why we have over 3 options good only knows as for estate agents march is a good town but we really can do without crap we need to bring in good family business and high street shopping	This project will enhance the centre of March and should encourage a diverse, viable economy, including the development of a more vibrant night time economy.
27	Apr 22 2020 05:27 PM	Sounds great, I wish you luck with your proposals.	
28	Apr 22 2020	We have only moved to March 1 year ago. It would nice to see	See 26.

	01:09 PM	more different shops in high street and see market square made larger with more stall holders like some other towns have.	The changes to the Market Place will give market stall holders the opportunity to enhance their offer, attract in more stalls and breathe life back into March's market.
29	Apr 22 2020 12:33 PM	Please do not take away the History of this Town and turn it into one of these characterless modern monstrosities . Clean nice and fresh with and easier pedestrian access but please please keep its character I came from Hampshire 21 years ago and the local council have killed the heart of the area by demoloshing historical building s and building huge complexes taking away all of the original character and hictory of the area. Please do not do this to March.	This project will enhance the town for people, not traffic. This includes making our historic fountain accessible, where it is currently surrounded by traffic. The project is all about making the town more attractive to people, thereby ensuring that businesses are more economically viable, giving March a rosy future as a thriving market town.
30	Apr 21 2020 10:28 PM	Reducing or preferably removing traffic would be a great improvement to the high street. Encouraging café culture and market events is a great idea. If you could include a theater/ cinema it would go down well. I like the ideas of making the river a feature but usage of these ideas requires the stopping of queued traffic and fumes from these areas.	
31	Apr 21 2020 08:23 PM	Good luck, with the bid, we need to bring the Town back to life, we have a good community spirit and we could improve on this, with the Town becoming the beating heart of our community	
32	Apr 21 2020 07:01 PM	Please don't knock down old buildings and replace with ugly new concrete ones. Incentivise builders to renovate and improve old buildings to keep the history of the town	This project is not intending to remove buildings at all.
33	Apr 21 2020	liking all the proposed plans, so long as there's still allowance for	There will be disabled parking provision in Broad Street, on

	04:10 PM	disabled parking.	the Market Plan and in other areas of the town.
34	Apr 21 2020 11:08 AM	Without a eastern bypass to ease the traffic in march it'll be a waste of money . Under lockdown the air quality in town is so much better so that should be a pointer at what should be done first .clear the traffic.	Traffic modelling based on current and future levels indicates that this approach will improve traffic flows in the town, thereby improving air quality. Removing parking on Broad Street will further improve traffic levels and air quality levels.
35	Apr 21 2020 11:02 AM	The draft plans look amazing. Firstly I would like to say that I usually shop in Wisbech town because of the variety of shops that we don't have in March; Savers, QD, Poundland, Shoezone, The Works, Card Factory, Peacocks, New Look. March doesn't really offer many shops and most of the smaller retailers are now closed. March has too many charity shops and why do we have 2 opticians? Too many beauty and nails shops as well. March is not somewhere that I would visit if I didn't live here as there isn't much to offer. Maybe a retail park with bigger shops to try and entice people in. Secondly it would be lovely to walk or sit along the river instead of looking at people's overgrown and scruffy gardens that lead down to the river which spoils the views. I very much look forward to a new revitalised town.	
36	Apr 20 2020 09:43 PM	Some fantastic ideas, hoping it all goes through!	

37	Apr 20 2020 08:12 PM	I don't like what you wan to do by the riverside , all it will end up being is a ash tray with ber bottles trwen across it. even when you put benches in they get destroyed . maybe just have some seating that his friendly towards those that need to sit the elderly and families. and not just an amphitheatre for youths to congregate and intimidate people walking along the riverside. apart from that all the other ideas look good for march I hope that you will green it up with some small trees. and maybe even some fruit trees like in Wisbech park with the community orchard that the community can pick, and schools can visit and learn about nature in their town. keep up the good work	The riverside area will be monitored appropriately once it had been developed. Being an open and very public area, it is less likely to attract people to hang around.
38	Apr 20 2020 08:08 PM	It sounds nice but what plans do you have for Whittlesey? Why is it always March and Wisbech? We can't even get to Peterborough without queues. Lots of empty shops, no larger stores, no supermarkets. Please look at Whittlesey first.	Whittlesey has a town plan, developed as part of the Growing Fenland work. Proposals will be considered in 2020.
39	Apr 20 2020 06:01 PM	Really like the idea of the two way traffic on one side of the high street and having the other side pedestrianised and making more of the river.	
40	Apr 20 2020 05:42 PM	I've read through your propose draft and it's very exciting particularly for our visitors and future generations! Acre Road is a perfect location to establish various art and craft centres plus some workshops for our visitors and local residents to learn, share and develop skills eg: pottery, sewing, cooking groups and chess boards could be made available by making concrete table boards which would encourage people to play and communicate with each other. Also it would be lovely to have a cafe in the park by the riverside which also catered for families pet dogs! That would be fabulous. Keep up the good work	

41	Apr 20 2020 05:11 PM	Some great ideas. Would like similar investment in the infrastructure and facilities in Whittlesey! When can we expect to see those proposals, please? Please make all of these areas and the shops/cafes entrances and exits more accessible to disabled wheelchair users. Please provide smooth dropped kerbs, and blue badge parking spaces surrounding the pedestrianised area. More needs to be done to ensure affordable housing for homeless people, the elderly of our community who are unable to negotiate steps or stairs, and youngsters needing first homes.	Whittlesey has a town plan, developed as part of the Growing Fenland work. Proposals will be considered in 2020.
42	Apr 20 2020 05:02 PM	I think, while worthy, cutting the traffic capacity through Broad Street will cause massive queues - either through town or around the edge. There are already long queues through the centre now and that is with an extra lane. This becomes almost gridlocked when capacity is reduced. Has modelling been done on the roundabout on safety and flow? I think the steps to the riverside serve no purpose and will not encourage people to go sit unless it is much greener. The changes to the market might work but incentives are needed to create the cafe culture or pop up markets. Currently the regular market is very small. I agree that the acre area is under utilised and should be transformed.	Traffic modelling indicates significantly improved traffic flow through Broad Street. The river is a key asset of the town. Enhancing that asset should encourage more people to visit the town, spend time here and spend money locally. Local partners will work together to develop business and opportunities on the newly modelled Market Place.
43	Apr 20 2020 02:45 PM	Wow. Would make March a really great place to live.	

44	Apr 20 2020 02:05 PM	Will extra short term car parking be provided to offset the loss of spaces in Broad Street? The traffic flow plan is much improved and gives opportunity for the proposed amenity area. If no funds are available for buildings on the acre road site it could be used initially for extra parking.	There is already plenty of car parking available within a 5 minute walk of Broad Street.
45	Apr 20 2020 10:37 AM	This will kill off the town completly, Who will go into broad street on a cold winters day, not shoppers that can't use their cars. Very pretty ,but not practical	See comment 44. Parking is very limited on Broad Street; removing this parking will improve the pedestrian space in Broad Street, add opportunities for pop up businesses and community events, improve traffic flow, improve air quality. Additional parking is available that is a 5 minute walk away.
46	Apr 20 2020 08:33 AM	Pedestrianising Broad Street is a great idea. Agree with the ideas.	

47	Apr 19 2020 11:58 PM	I love that there are more sociable seating areas planned,especially near the river. Will there be additional parking elsewhere once the parking on Broad St and the market area have been developed into social seating spaces ? Will parking still be free? Will paths be short distanced and easy to push a wheelchair on from the parking areas ? It would be great to see ,when it comes to landscaping / planting, the use of edible plants (fruit trees), or perhaps an area of community edible planting . Could FDC encourage those that have small business / hobbies (crafting , gardeners etc) to have their own market day .....heavily subsided for those who live within the area ? I hope the town maintains its quaint old fashioned feel,it's slow pace and friendliness . And then perhaps looks at the High St in Doddington ,which is so heavy with traffic that houses shake as lorries and farming vehicles go by, creating noise,dirt and pollution for those living there (people who are at home all day due to caring for ill loved ones ,there's no escape from it). Thankyou & good luck with the bidding :)	Parking is currently free in FDC car parks. Additional parking is available a 5 minute walk away.
48	Apr 19 2020 10:43 PM	Leave March town as it Seriously do not change it as the place is perfect as it is so save the money for better projects in the future	Unfortunately it is clear from economic evidence that March is declining and needs support to ensure that is can become a sustainable, vibrant market town that is fit for the future, supporting current businesses and attracting new businesses into the town and wider area.
49	Apr 19 2020 07:53 PM	Yes I think it sounds great	

50	Apr 19 2020 06:27 PM	The riverside development would visually improve the centre amazingly. All ideas are an improvement on existing.Acre rd. eyesore long overdue to be sorted as currently a huge waste .Permanently empty premises need to be converted to housing, not charity shops. Pedestrianisation of centre long overdue. Any thought given to emergency services though? No mention of a much needed by pass creek rd. Side.None of this will ease congestion without one now, let alone twenty years on with the proposed housing which we will have forced on us by government even though we are largely gridlocked a lot of the time .This is the crucial issue and cannot be put off any longer.Why not knock palace hall down (before it falls down),an ideal place for the bus stops ,taxis,some disabled parking, this would improve traffic flow through the centre as parked and stopping buses will just cause congestion and pollution in the pedestrianised area,just some ideas for thought.	The centre retains a single lane of traffic North and South that would be suitable for emergency vehicles. This is being considered as part of a broader March Area Transport Study.
51	Apr 19 2020 06:05 PM	Critical analysis of these plans: March does need regeneration but this is simply not the answer. Most of the plans outlined in this document are absolutely absurd and I hope FDC comes up with something better than this shambles.	The packages outlined are tried and tested in other locations and have been developed following community feedback, as well as support from urban design specialists.
52	Apr 19 2020 05:57 PM	Keep Broadstreet as it is, otherwise you will destroy the town. Stop people parking outside the shops in the town centre, too many people park in the bus stops. Make the pavements wider & get rid of the laybys. Stop people parking on double yellows, particularly as	This is precisely what is planned.

		approaching the bridge, the display of a blue badge does not make it legal as parking here is opposite a junction & causes the road to be narrowed & obstructed,which is what a blue badge says you are not allowed to do. Enforce parking. Fine with the market place charges but why not use the acre road area to extend city road parking to make up for the loss of parking on the market place. You won't encourage more businesses as you can't encourage people to shop but make the parking available. Also encourage walking into town, far too many people drive & park right outside where they want to be whether parking there or not.	FDC is considering parking and parking enforcement as part of a future piece of work. The Acre Road space has much potential, if development in this area can be supported. A car park will not add to the economy or attraction of March as a significant improvement in the Acre Road area would. Parking is available 5 minutes from the town centre. This project addresses precisely this issue.
53	Apr 19 2020 05:56 PM	That roundabout is a stupid idea! March people don't use the other roundabouts properly or simply don't know how to use one. I can see that becoming an accident hot spot. I don't see how it will reduced traffic problems. It looks like it will make things worse. I think we already have enough space for people walking. How about improving what we already have? Instead if redesigning the town centre.	Broad Street is already an accident hot spot. This redesign will improve traffic flows in the area. Modelling demonstrates improved traffic flows both now and in the future. The project is all about improving what is currently in place. Broad Street is a traffic-centric space that is not shopper, bike or pedestrian friendly.
54	Apr 19 2020 11:55 AM	Excellent idea about time march had some investment makes a refreshing change to hearing about what waterlees in wisbech had spent on it	

		Good on fdc putting investment were its needed in march town	
55	Apr 19 2020 11:15 AM	Broad Street; double road lanes would be better on West side creating more pedestrian space on East. The East is the busier side so more people would have to cross traffic in proposal to get to pedestrian area. Like West side businesses on East have rear access for services so service access on frontage is not required. Riverside; like, but replacement needed for public lavatories and boat services (few available on river). Also, suggest no moorings at that point (apart for boat service) and no boat or personal water sport slip to river. Market Place, Acre Road, etc ; agree	The proposal is such that the riverside enhancements fit with the improved public access in Broad Street. Toilet and pump out facilities will be considered as the plans develop.
56	Apr 19 2020 10:25 AM	A roundabout with 3 zebra crossings will result in accidents and congestion as it will be controlled by foot fall or traffic lights (same as now). If it is going ahead put the pedestrian walk area on other side where the most used shops are. Loss of 30 minute drop in parking may well result in less passing trade as it becomes easier to go elsewhere. The only way to change traffic is a 2nd crossing or make it so inconvenient for cars they don't bother (then we have the foot fall issue). Free car parking essential but leave an option to keep parking on market place if the market fails to take off. Opening the riverside is good but supplement with a cafe to encourage usage (maybe attached to library which may encourage use of this town asset. Consider sorting Acre out and restore open access back to Station Road carpark as making people walk round does little to increase trade but encourages people to drive through town rather than a quick walk.	Any traffic changes will be risk assessed accordingly. See 55 above. The riverside improvement may generate an additional café business close by in the Town Centre.

			Acre development form part of this project. Enhanced foot links between car parks form part of this work.
57	Apr 19 2020 10:18 AM	This all looks like massive improvements for those living in the March area. The problems caused by rapidly increasing volumes of traffic through High St/March Broad St. first needs sorting though. If an Eastern by-pass is not viable and if the traffic volumes/congestion are mainly caused by commuters from the West March /Chatteris areas travelling to Peterborough via the A141 & A47 (a bit like a mini M25) then the obvious solution seems to be a new North/North West road from the Chatteris area to Peterborough (or, alternatively, improving the inferior Pondersbridge/Ramsey Forty Foot/Chatteris Roads to A road standards).	This falls outside the High Streets Fund remit.
58	Apr 19 2020 10:13 AM	I agree with it all. Looks great	
59	Apr 19 2020 09:49 AM	I think all proposed plans are well thought out and important changes that March needs. I just hope we can get the market place thriving and encourage more variety in the type of shops in the high street.	
60	Apr 19 2020 08:25 AM	Very impressive, would require strict traffic control with only single file traffic in Broad SStreet.	
61	Apr 19 2020 01:38 AM	LOOKS AWFUL! I SWEAR SOMONE ON THE COUNCIL HAS GOT AN OBSSESION WITH ROUNDABOUTS! I'VE BEEN THINKING ABOUT LEAVING MARCH, I MIGHT ACTUALY DO IT, IF YOU DO THAT TO TOWN!	Traffic modelling indicates that this approach will improve current and future traffic flows. Indeed, this approach was not initially considered, but once modelled indicated considerable improvements for traffic.
62	Apr 19 2020	It all looks great! Good luck with the grant	

	12:13 AM		
63	Apr 18 2020 09:11 PM	It's about time the town was regenerated and I am all for it	
64	Apr 18 2020 09:02 PM	Single lanes for traffic in what is already a bottleneck is dangerous unless you are going to add another river crossing for emergency vehicles. Yes the river is massively underutilised but there need to be places that you can sit and enjoy a cuppa whilst watching nature all year around. Not everyone can manage all those steps down to enjoy the river. March is a busy country town not somewhere that people tend to sit around for a long time.	See comment 61. The riverside space will be accessible for all. As a traffic-centric space it is not surprising that people do not enjoy March. These packages enhance the town considerably and people should spend more time in town, enhancing the whole economy of the town. This virtuous circle will attract other businesses … that will encourage more people … that will encourage more businesses.
65	Apr 18 2020 08:28 PM	We support these plans and think they will regenerate March	
66	Apr 18 2020 08:17 PM	I think the ideas are good but to be truly effective and to fulfil their potential we need another bridge across the Nene for cars.	This would be outside the remit of the High Street Fund.
67	Apr 18 2020 07:27 PM	Broad Street plan: Excellent idea. Currently the town centre is predominantly roads with very little areas for people to enjoy the space or socialise. The current proposal would enable this. It definitely needs more areas for people to sit and chat outside. I assume the pathways will be wide enough and manouverable with a pushchair or wheelchair.	It certainly would have much more space for people,

		Riverside plan: Excellent idea. Really like this. We really need to make more of the river. I would like to suggest a 'picnic' area where there are picnic tables, benches and a large area of grass for people to picnic by the river too. It would be lovely to make this a nice relaxing place for everyone. Please ensure it is also accessible for pushchairs/wheelchairs as well as the steps. Perhaps consider children - a small area of playground? Market place: Excellent idea. This space is currently wasted. I agree it should have a cafe culture and outdoor seating. I think it needs more tables and chairs for people to sit and enjoy coffee and chat. More of an italian vibe of lots of tables and chairs with umbrellas. It should be a sociable space for people to meet for coffee and a chat. Acre road: Agree. It is good to improve the more run down areas of march to be more attractive and more useful to the town As a slightly seperate suggestion. I work in cambridge nannying for small children and two of the best things there for children is Llamas Land (summer outdoor pool) and Coleridge road splash park. I really think it would be so lovely to have a childrens pool and splash park like this in March for the children, as we have so many children here. Perhaps in west end park?	including push chair or wheelchair users. Indeed, the space would be fully accessible, however a play area would not be viable in this space. This is outside the remit of the High Street Fund, but thank you for the suggestion.
68	Apr 18 2020 07:04 PM	There seems to be little, if any detail to the proposals, especially concerning the demands on the already strained infrastructure, surrounding the and including the town. The proposal on the acre road site contains no details as to how access will be gained and what the area will be used for. Given	Traffic modelling has been undertaken, highlighting that these changes will improve traffic flows both now and in the future. This proposal is an extensive redevelopment of the town centre – with a once in a generation opportunity to improve

		the high levels of existing developments and redevelopments that are as yet unfinished and over schedule in the town and surrounding area, would it no make sense to wait until these are actually completed and promises surrounding these delivers upon, until an extensive redevelopment of the town centre takes place.	and develop the Acre Road area.
69	Apr 18 2020 06:43 PM	Very good but I fear the proposed broad street plans would back the traffic back up and make it even more difficult to turn right from the market place towards broad street. Market place junction will still remain the problem it is today.	See comment 68 re traffic. Reduced traffic in this area due to the market place being pedestrianised will improve traffic flows at this junction.
70	Apr 18 2020 05:25 PM	I welcome the opportunity for improvements to March town centre. The proposals that we have been asked to comment on look very simialr to the ones put forward by Cambridgeshire County Council back in 2013. These were rejected by people of the town, so I am curious on how the District Council intends to overcome similar objections this time? Overall, I think the propsoals could enhance the look and feel of March Town Centre. I look forawrd to hearing more details about the proposals as they are developed.	Responses from key authorities, as well the community in this consultation and the previous Growing Fenland consultation are positive regarding the improvements. It is critical that March is successful with this project otherwise the town will continue to decline.
71	Apr 18 2020 05:10 PM	I think it would be good to make Broad St pedestrianised area& use greys lane as the traffic area. I also think the market needs to be encouraged and brought back to the market it used to be.	
72	Apr 18 2020 05:06 PM	Looks good but what about traffic while all the work is being done?	Traffic management will be considered and put in place. This would be much the same for any road works and whilst frustrating for road users for a period of time, will be beneficial in the short term.

73	Apr 18 2020 05:00 PM	Love the idea of improving the riverside. Such a beautiful area that could be enjoyed so much more. I think it would make the town seem more desirable and in turn boost business.	
74	Apr 18 2020 03:42 PM	These are great ideas, the only reservation is you must keep the old character of the town especially Acre road development, no tall glass buildings please.	Improvement of Acre Road is planned, with the dilapidated buildings being brought back into use.
75	Apr 18 2020 03:00 PM	There is so much I enjoy about March and so much I dislike. Love the flowers and river. Dislike chain pubs selling cheap microwave grub and all the greasy spoon cafes. Costa is filthy and rundown. Dislike all the rundown charity shops, put them all together in a covered shopping market. So, better food and drink options, pop up bbqs and coffee shops, farm to fork options, local brewerys. Beautiful river walks, railway rambles and cycle paths to nearby villages. Wide flat pavements to walk and run on, so people can pass each other. Open green spaces, properly maintained safe parks, like in Disney films. With pitch and putt and an avary, boating pond, paddling pool. Local produce markets, fish, meats and seasonal vegetables.	

76	Apr 18 2020 01:49 PM	I would welcome more pedestrian areas in Broad Street but I feel that the proposed road should be on the left hand side because there is more natural footfall on the right (link to Sainsbury's and high street type shops, etc). It may help with the ease of traffic if a roundabout was proposed with the fountain being the centrepiece; the public don't want to see the fountain moved but I don't think they wouldn't mind if it only moved a couple of metres to accommodate it. The market place doesn't seem to work where it is, it's not really part of the main thoroughfare. It should be returned to Broad Street. The market place lends itself to a landscaped seating and eating area, especially as it's just a short walk to the park and river across the road. I would also welcome there being more viewing accessibility to the river within the town, however I feel that the toilets should stay; it's an attractive building (there just should be more privacy for patrons using them). None of the proposals should be at the cost of any listed buildings or attractive buildings within the conservation area. The proposals shown are not very clear so it's not easy to comment on it.	The pedestrianisation fits with the Riverside enhancements – both flow together. The fountain is moving a few metres – and will be considerably enhanced by improving access to this heritage asset instead of surrounding it with traffic. The pedestrianisation of the market place will enhance community events, the market itself and encourage pop up shops and generally improve the sociability of the town. The toilets will be removed to open up the river area; opening up the river and keeping the toilets are not possible together – this has been considered and rejected as unfeasible. This project does not intent to remove buildings other than the toilet block and the shelter close to the river.
77	Apr 18 2020 01:34 PM	It would be better with the pedestrianisation on the other side closer to the main shops. Where are Disabled people going to park. The town still needs toilets.	Broad Street pedestrianised area links to the Riverside package. Parking for disabled people will be available in Broad Street, as well as the market place. Toilet provision will be assessed as the project develops.

		With the reduction of parking in the town centre where will people park	There are many car parking spaces within a 5 minute walk of the town centre.
78	Apr 18 2020 01:33 PM	The pedestrianised area on Broad Street would be fantastic, especially for existing businesses, it would encourage more shopping as stores would have more opportunities to entice public, hope for this to happen, would be brilliant.	
79	Apr 18 2020 11:37 AM	Love these new designs, especially the river and broad street. Not sure the artist impression of the market square is very clear. But as a Europeans I'd definitely welcome more outdoors cafe culture. As a cyclist non-car owner I love the reduced traffic, though do worry that drivers will moan about losing parking space. Perhaps the Acre site could somehow accommodate this?	
80	Apr 18 2020 10:47 AM	I like it. I think it has been well thought out. I think I missed the bit about where the cars will park. If March becomes more of a draw, where will we park? Very excited to see this actualised as the town definitely needs investment. Well done and good luck.	
81	Apr 18 2020 10:35 AM	More National Chain shops/restaurants are needed. These will attract people to the town who may then spend money in the more local stores	
82	Apr 18 2020 10:34 AM	I like these plans a lot. It would mean losing parking in the market place and this means that the limited disabled parking would be worse. The disabled bays by the library are frequently taken up by non disabled people and this needs addressing. More disabled parking please.	A regarding parking enforcement planned.

			Parking for disabled people will be available in Broad Street, as well as the market place.
83	Apr 18 2020 10:18 AM	Looks good to me.	
84	Apr 18 2020 09:41 AM	These plans look good, but there will be even more congestion on Broad St Is there a way to put 1 way traffic down Grays Lane and then only 1 lane would be needed in Broad St coming the other way.	Traffic modelling indicates significantly improved traffic flows both now and in the future. This was considered and modelling indicates that it is not viable.
85	Apr 18 2020 08:51 AM	Agree with the riverside and market square plans but not the high st I do not believe this is a priority and will change the character of the town in a detrimental way Was hoping to see redevelopment of the top of town where the nativity scene is placed and more housing infill	This building was considered and the cost of any improvement meant that it was not viable to include within the High Street Project.
86	Apr 18 2020 08:01 AM	The types of shops make a big difference to the use of the high street. March town centre is saturated with low end shops and multiple service types (e.g opticians, vape, beauty). Restricting usage to only specific types of shops will drive different behaviour and usage. In addition, many fascia boards and in poor condition or not in keeping with March high street. Insisting shop owners have fascia boards that are sympathetic to the overall aesthetic would make the high street more cohesive. For example, mallets & coleys use colours from a muted colour pallet as well as signage that comes out from the fascia panel itself. Boots also has this traditional looking signage coming out of the main fascia. This gives a higher end appearance to the	The project includes a vacant shops activation element that should bring more spaces into use – this will enhance the overall look and feel of the Town Centre.

		high street and will help (along with the right shops in situ) to bring people into the town. Market place - removing the car park here and the changes proposed to the high street itself means no parking anywhere. The market doesn't get used now because the big supermarkets have monolopoly over this now. But, even if a market were to be able to operate successfully one or 2 days, removing the car park would surely just create additional issues? Will reducing the high street traffic from 2 lanes into one just add to traffic? Currently, at peak times, the traffic through this area is vast and definitely worth further consideration.	There is substantial parking within a 5 minute walk of the town centre. Traffic modelling indicates that this plan will improve traffic flow now and in the future.
87	Apr 18 2020 07:47 AM	I like the overall design but taking away car park spaces close to shops defeats the objective of creating a vibrant high street. Without the ability to conveniently pop into shops there will be even fewer shops as people will go to edge of town sites with easy parking. I also think the link to grays lane fron broad street should still be there	There are car parks just 5 minutes' walk from the town centre and the plans include enhancing the access from these car parks to Broad Street. This link remains within the plans.
88	Apr 18 2020 07:14 AM	Vast improvements but not enough. Through traffic needs to be eliminated, leaving the river crossing open only to buses, taxis, pedestrians and cyclists. It can be done leaving all areas accessible either from the North or the South. The question is,	Changes to the car parking, the enhancement of the public realm and the traffic flow will support a smooth flow of traffic.

		why not?	Eliminating traffic from the town centre is beyond the remit of this project and is likely to be achieved only through an additional bridge close to town.
89	Apr 17 2020 11:03 PM	Independent shops to be encouraged maybe with lower rates into the high street	
90	Apr 17 2020 10:14 PM	Exciting and good luck with the bid I would say having the pedestrianised side of street is god but the banks dominate that side which doesn't bode well for shopping and browsing if you have to cross traffic to get to the better shops. Love having the market place closed to traffic completely with permenant market stalls hopefully creating a better shopping experience in the whole great plans. Would like to see the cottages in acre road restored though as part of Riverside regeneration perhaps with cobble Street as a march historic site of interest in addition to the museum.	
91	Apr 17 2020 09:46 PM	Would like to see more use made of the river, maybe teashops, seasonal stalls where people could stop for refreshments/snacks/ice creams and seating areas. Market revival. Attract variety of shops, particularly clothing and furniture.	
92	Apr 17 2020 08:45 PM	Amazing draft drawings and proposals, more space in the town centre for Christmas lights etc. Hopefully this will entice a better selection of shops to open, currently we have lots of empty shops and charity shops but also help shops which are currently there to improve where they need to. Not a big fan of the old bus shelter where the drunks gather and the toilets which I don’t think are much used. I think the trees	

		need trimming back down past the library along the river as it is quite imposing and I often see lots of rats. A general rejuvenation of paint and shop fronts would make it look cleaner and more inviting. When you walk down the side of the estate agents, I often think it looks grim until you reach the new bit near greetings. We have also spoke about the state that 'George's' currently looks, not sure what's happening there? An eyesore before you even reach town centre. I think the proposals really look great but let's not forget about all the other areas which need bringing up to date too. Lots of work but much needed. Fingers crossed x	
93	Apr 17 2020 08:20 PM	I agree with all I have read. Certainly need a good selection of shops. The market should only be one day per week. Wednesday only has 2 stalls the whole parking area is closed for 2 stalls. More cafes with seats spilling onto the pavement would be fantastic. A monthly Farmer's market and maybe a French Market would be excellent.	
94	Apr 17 2020 08:15 PM	Please do not pedestrianise Broad Street! We just need another bypass!	This plan does not pedestrianise Broad Street – it does improve traffic flow though.
95	Apr 17 2020 07:53 PM	These plans look great. I think we need to enhance what we have got, and stop places where drunks congregate.	
96	Apr 17 2020	I'm in full support of any changes that can be made to improve the town centre, I especially like the market place and broad	

	07:42 PM	street area as I think it would attract more business to the town.	
97	Apr 17 2020 07:00 PM	Acre Road is a gateway to the town from the City Road car park so needs to be a priority The idea of having various open public spaces is lovely but has the potential to attract groups/trouble so may require policing which obviously have an impact on an already stretched resource	
98	Apr 17 2020 06:52 PM	We have recently moved here from near Huntingdon and love the free parking and that March is thriving as a town centre. The one thing we have felt is that more could be made of the river and that the traffic is a bit of a nuisance. We like that there are lots of independent shops and would not want these to be lost if the town was changed.	This projects is expected to tackle all of your points; less traffic, enhance the river and encourage more shops with a town economy that is enhanced, not declining.
99	Apr 17 2020 06:00 PM	Reasonable prices clothing stores and shoe shop.	
100	Apr 17 2020 05:41 PM	In my opinion it looks great. Any old buildings being brought back into use can only be a good thing. More variety to shops would be better though. Too many estate agents and cafes and take aways.	
101	Apr 17 2020 12:05 PM	I think the options look great and it is high time investment was made in Fenland. I do like Broad Street as I have lived here for many years so it 'home' to me but I think shifting the focus from the traffic to the pedestrians is a great idea. If you can do this without causing traffic problems (as there is only river crossing after all) then I am all for it.	

		The river in March is so lovely it will be great to see this really made into a feature. I really hope you get the funding needed to deliver this and that these plans continue longer term to improve the town centre - encourage business growth, use of facilities, health and well being etc.	
102	Apr 17 2020 10:50 AM	This looks like a real opportunity to transform March. I love the riverside and the really positive change that will happen in Broad Street. This will breathe life back into the town! Acre road needs the work and that will only add an extra dimension to March, with more businesses and a much tidier and well kept area. Finally - the market place. This will be brilliant for local community events, as well as encouraging our community to get into the market to make it more vibrant and attract more stalls back.	

APPENDIX B

WE MADE THAT

HATCH REGENERIS

prd

urban movement

180 MARCH FUTURE HIGH STREET FUND

APPENDIX B | OPPORTUNITY OPTIONS 30-04-2020

CONTENTS

Key

Throughout the document, the following abbreviations are made:
FDC = Fenland District Council
CCC = Cambridgeshire County Council

1.0 SHORT-LISTING PROCESS

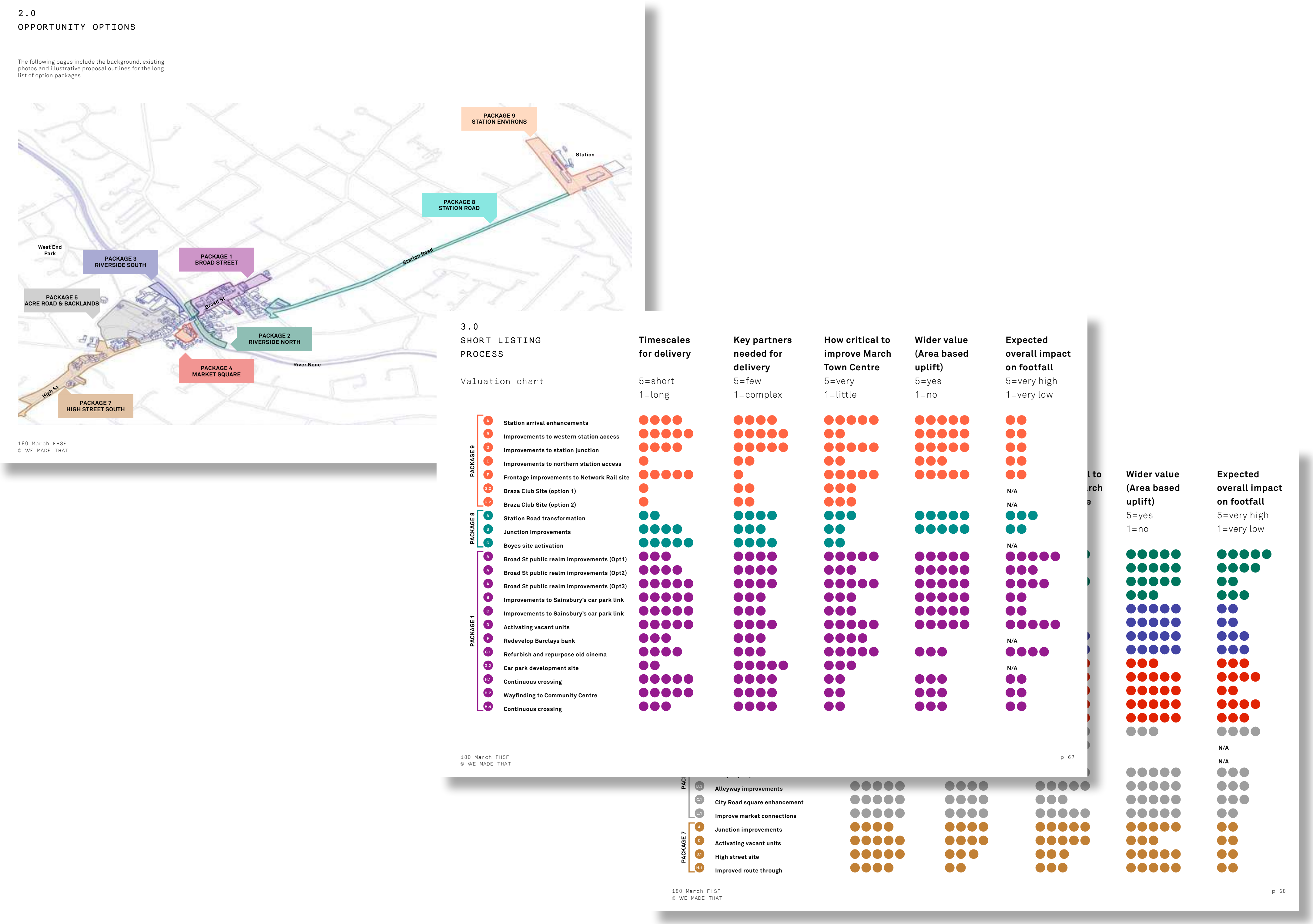
Short-listing process update

From long list to a preferred option
The design team has considered a long list of opportunities for March Town Centre, including March Station area and High street South to develop the Future High Street Fund bid.

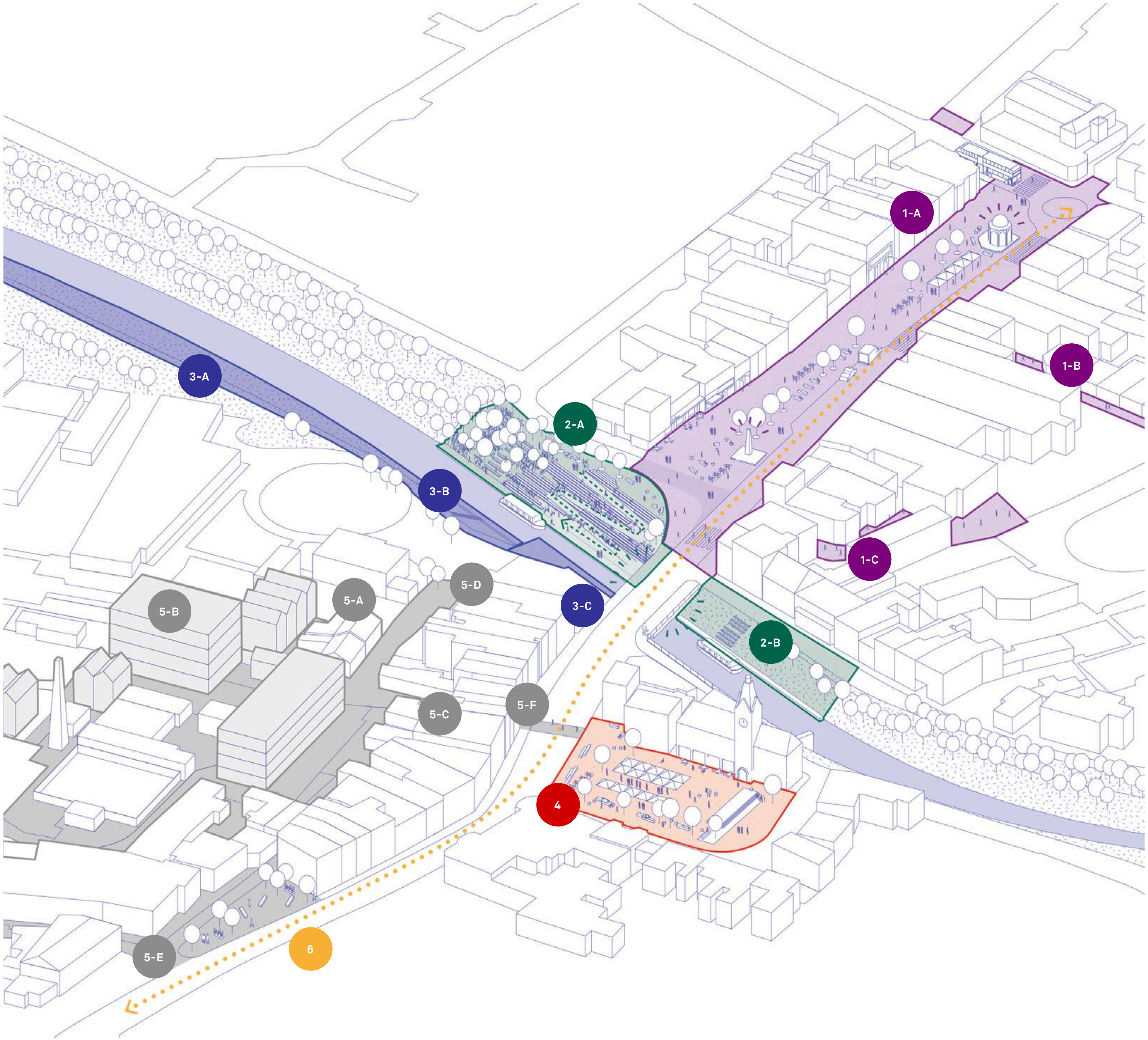
Each of the long list items/projects have been scored and valued in relation to the Future High Street Fund requirements, summarised in the categories listed below:
— Time-scales for delivery
— Key partners needed for delivery
— How critical to improving March Town Centre
— Wider Value, area based uplift
— Expected overall impact on footfall

A number of meetings and workshops have taken place to assist with the process summarised below:
— October 17th - Options Development Workshop - Officers meeting
— October 17th - Options Development Workshop - Members presentation
— December 5th - Short listing workshop - Members meeting
— December 5th - Short listing workshop - Officers meeting

Finally, this short listing process has led the team to choose four different options that have informed the business case for the Future High Street Fund bid.



Preferred option



- 1-A Broad Street public realm transformation
- 1-B Improvements to Sainsbury's car park link
- 1-C Improvements to Sainsbury's car park link
- 2-A Riverside transformation
- 2-B River edge at Nene Parade
- 3-A Improved connection to the river and West End Park
- 3-B Improve mooring platform
- 3-C Improved connection from bridge to the Library
- 4 Market Place/Square
- 5-A Refurbishment of vacant units
- 5-B Mixed use development site
- 5-C Alleyway improvements
- 5-D Alleyway improvements
- 5-E City Road square enhancement
- 5-F Improve market connections
- 6 Reactivating vacant units programme

2.0
PREFERRED OPTION
DETAIL DESIGN

Existing photos

Background
Broad Street is the core of March's Town Centre. Efforts to address the current dominance of cars, create better infrastructure for pedestrians and provide sustainable modes of transport will help to improve experience and dwell time in the Town Centre. Key heritage landmarks should be celebrated as an important part of March's identity. Vacant units offer an opportunity to boost social and civic functions, as alternatives to retail, that are so neccessary for the success of future high streets.

Key Partners/Land Owners
Private owners, FDC, CCC adopted highways

Critical Success Factors

03 Make the high street more resilient to external factors

04 Improve access into the town centre

05 Bring derelict & underused buildings & spaces back into productive use

07 Improve March's unique identity as a retail, leisure and cultural destination

08 Promote a work/ life balance in town centre (e.g. night time economy)

Precedents

Precedent image description:

1. An active public realm for leisure and shopping with space for pedestrians and cycles
2. A public space where existing heritage assets are enhanced and part of the main civic space
3. Seating pockets with some greening and lighting
4. An active space for local people to enjoy on the evenings

1

3

2

4

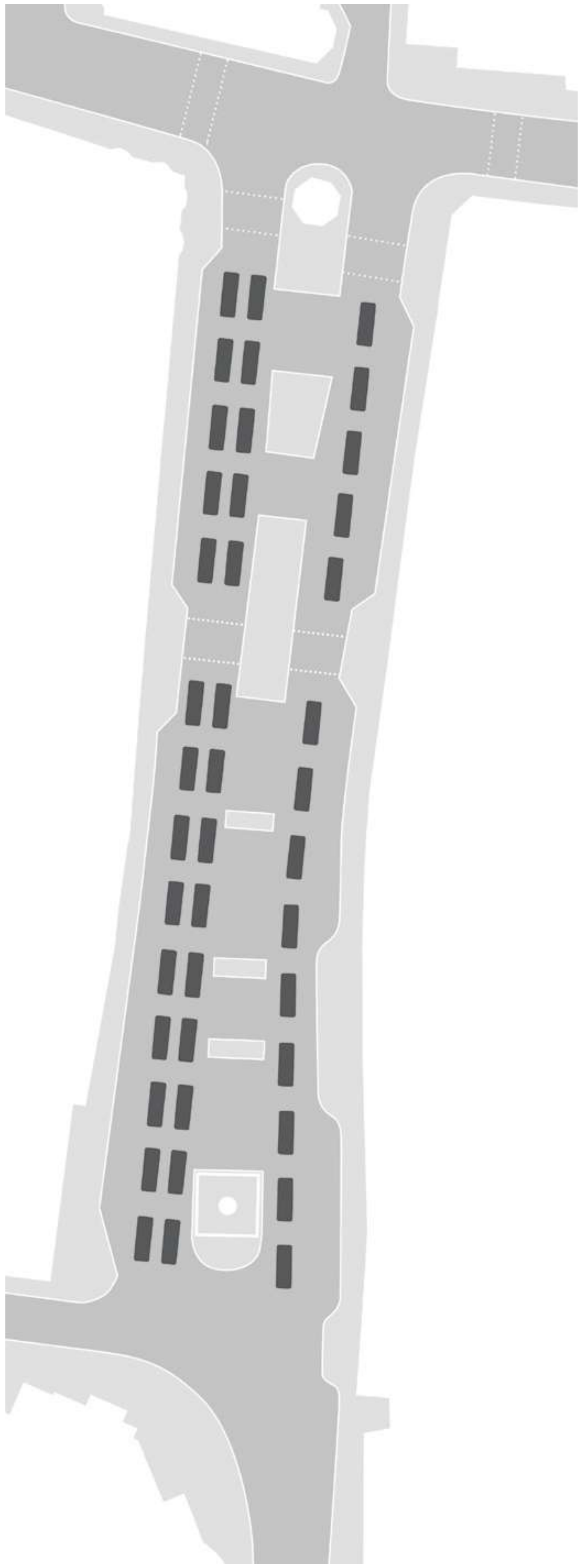
Future High Street Fund proposal - Preferred option approach

1-A

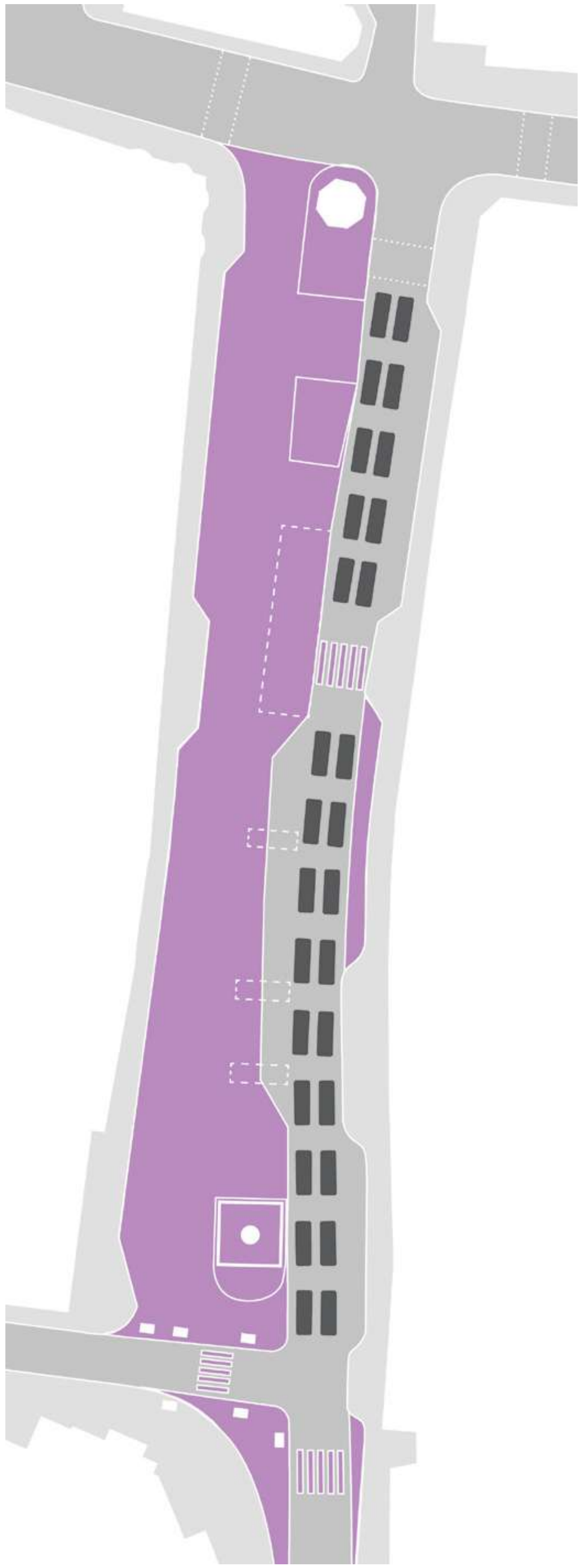
Broad Street public realm transformation
Options to improve pedestrian and cycle experience, celebrate landmarks and reduce dominance of road.

The proposed scheme reduces vehicle dominance in the town centre by increasing public space and addressing issues of severance. This will encourage visitors to spend time and money in the high street. The introduction of a new roundabout will also reduce traffic congestion according to traffic modelling undertaken.

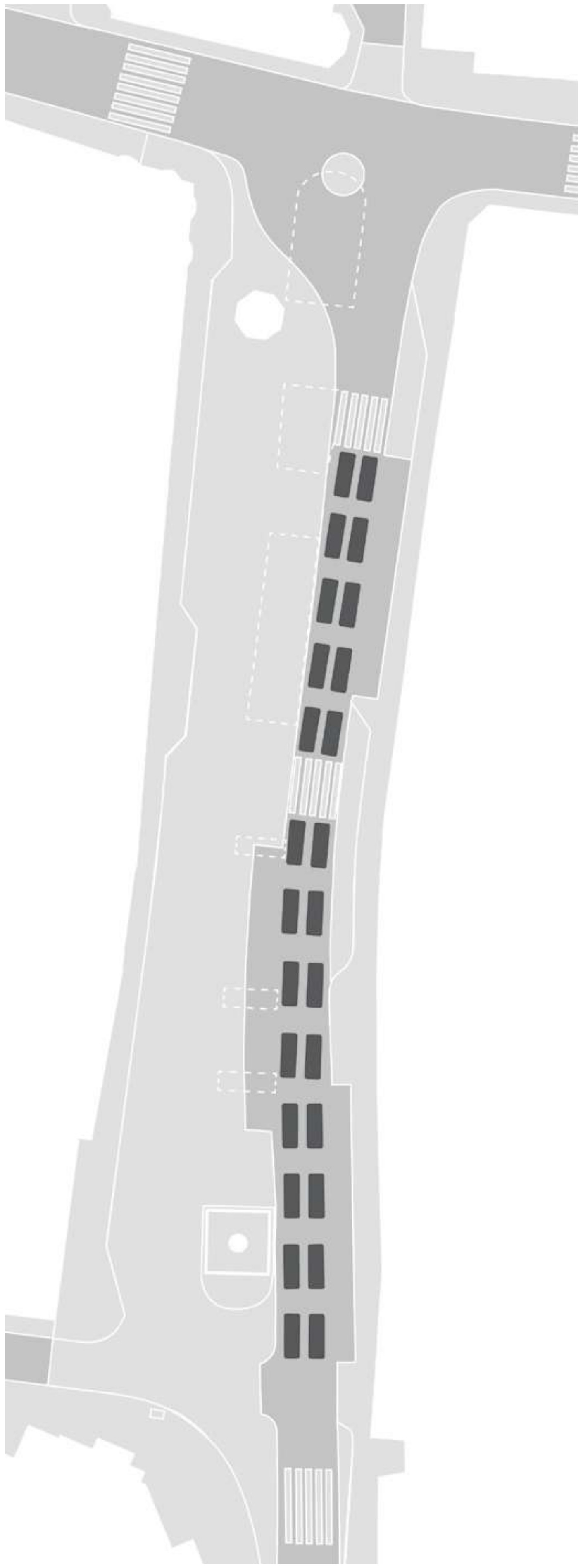
Timescales: 3/5 (medium)
Key partners: CCC adopted highways
Criticality:5/5 (high)



EXISTING



FHSF DRAFT OPTION



FHSF PREFERRED OPTION

BROAD STREET
PACKAGE 1-A

Public Realm
Design Proposal

KEY

1. Lamp post
2. Breakout seating
3. Bench
4. Bike stand
5. Tree and tree pit
6. Bus stop
7. Potential for market stalls
8. Loading area and disabled parking bay
9. Memorial fountain
10. Accent paving to highlight heritage asset
11. Proposed roundabout
12. Planting
13. Taxi rack

An illustration of the completed scheme for Broad St

Improvements to Sainsbury's car park links

Existing photo

1-B

Improvements to Sainsbury's car park links: Fenland Walk
Repaving and new lighting to improve experience and accessibility

The large Sainsbury's super market is highly frequented and has a large car park, but links to the high street are poor quality and do not currently encourage people to combine visits to both locations. Improved public realm will make these links attractive and safe, improving footfall to the town centre.

Timescales: 5/5 (short)
Key partners: CCC adopted highways, private owner
Criticality: 3/5 (medium)

Existing photo

1-C

Improvements to Sainsbury's car park links: Mill View

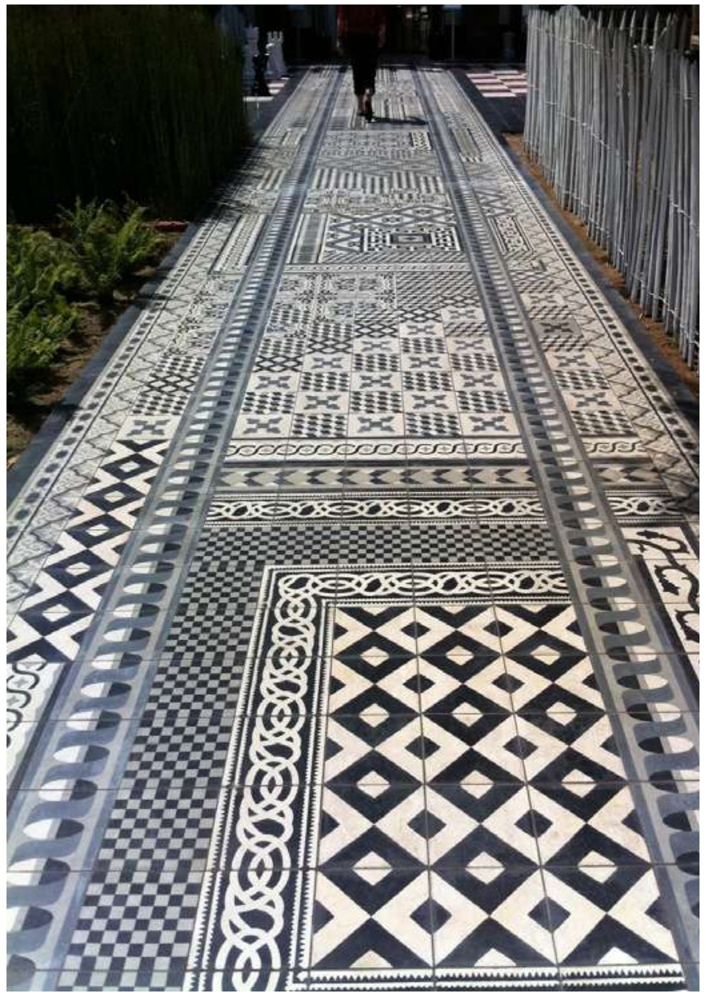
Example image description:

1. Bespoke lighting to increase safety on an alleyway
2. New directional paving to improve accessibility
3. Local art commission to make routes more attractive and promote local businesses
4. New paving for better accessibility and increase character

1

2

3



4

Existing photos

Background
Improving access to the River Nene and its surroundings will encourage leisure activities that connect to the surrounding wider network.

Key Partners/Land Owners
FDC, Inland Waterways, Middle Level Commission, private owner, CCC adopted highways

Critical Success Factors

01
Increase the role and prominence of the River Nene as a key feature within the Town Centre

07
Improve March's unique identity as a retail, leisure and cultural destination

08
Promote a work/ life balance in town centre (e.g. night time economy)

Precedents

Precedent image description:

1. Stepped area in connection to the river that celebrates the unique asset
2. Stepped area with integrated trees and planting where people can seat informally
3. Permeable and soft materials for integration with the river edge
4. Sloped access to the river for accessibility for all

1

2

3

4

RIVERSIDE NORTH
PACKAGE 2-A

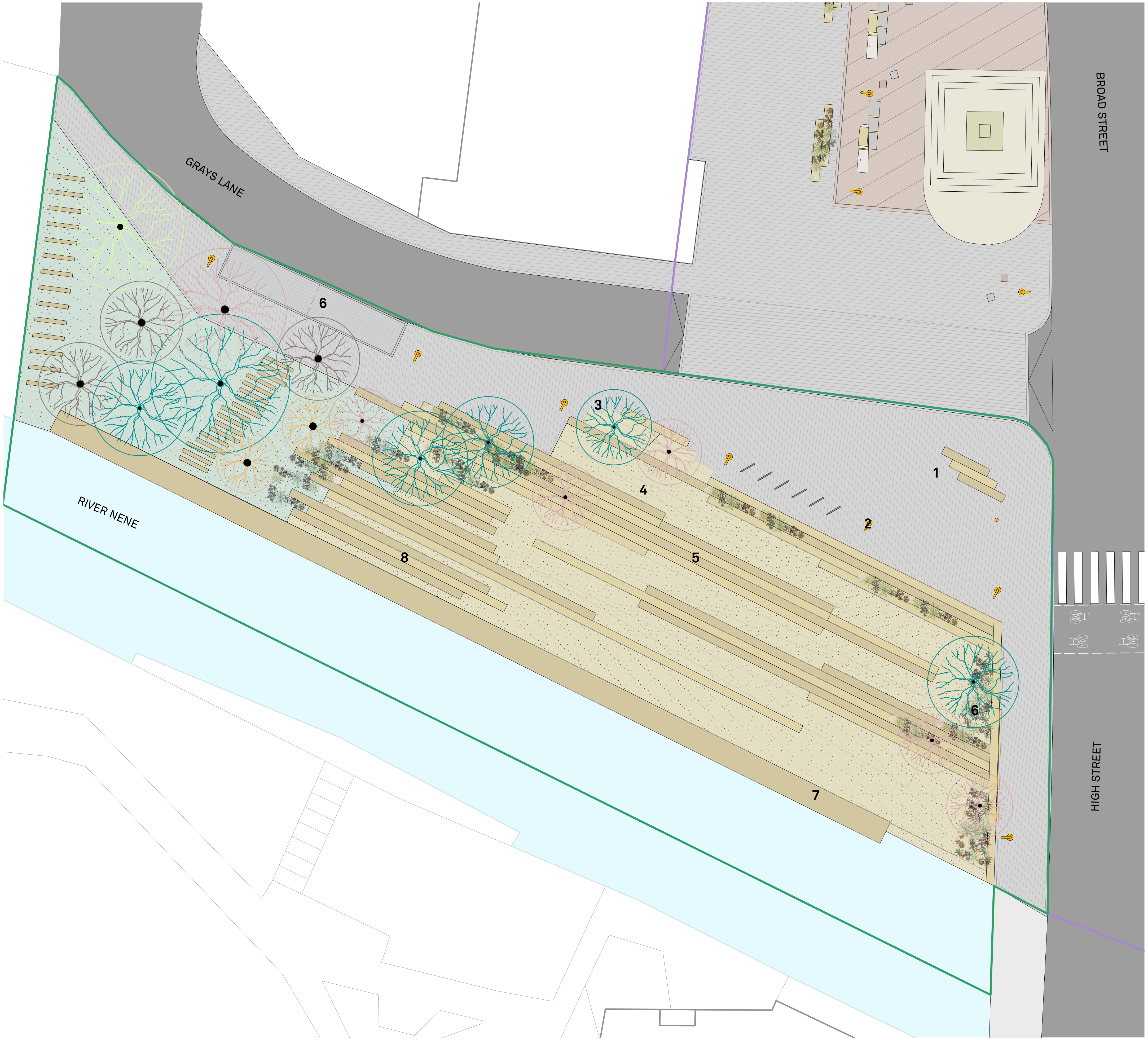
Design proposal

2-A

Riverside celebration intervention
Improve public access and enjoyment of river bank. Shrubs to be cleared for new paved and stepped access to river, with new pavilion (to replace removal of existing toilets) and feature lighting.

The River Nene is an important asset to the town centre, but is currently inaccessible and hardly visible. Opening up the river will support a wider range of visitors to come to March's town centre for leisure and recreation.

Timescales: 4/5 (short)
Key partners: FDC
Criticality: 5/5 (high)



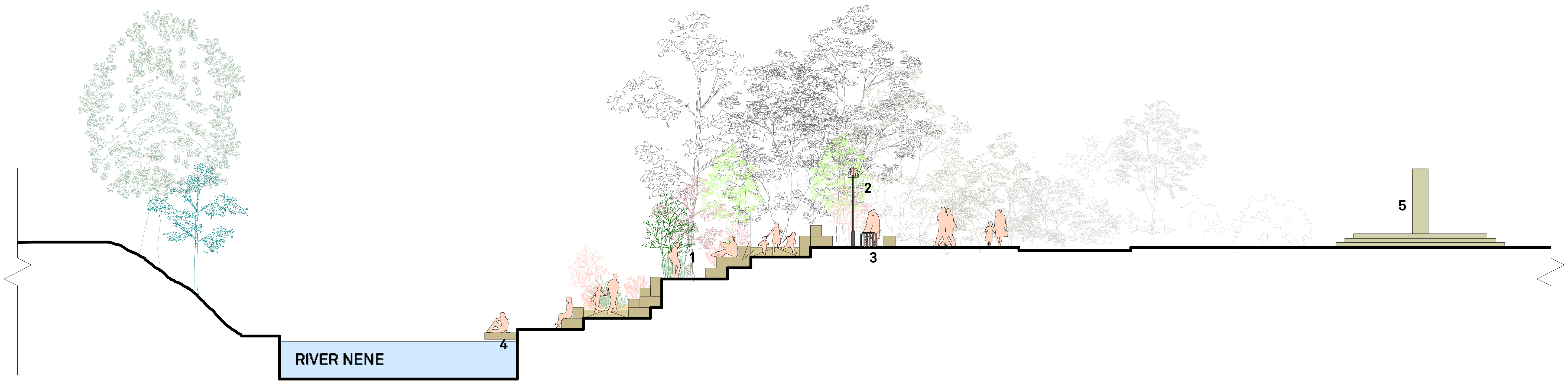
KEY

1. Benches
2. Bike stands
3. Tree and tree pit
4. Accessible access to ther
5. Timber steps
6. Disable bays
7. Level access to river platform
8. Timber steps through tree planted area

Proposed Section

KEY

1. Timber steps down to river
2. Lamp post
3. Bike stand
4. Level access to river platform
5. Memorial at Broad St



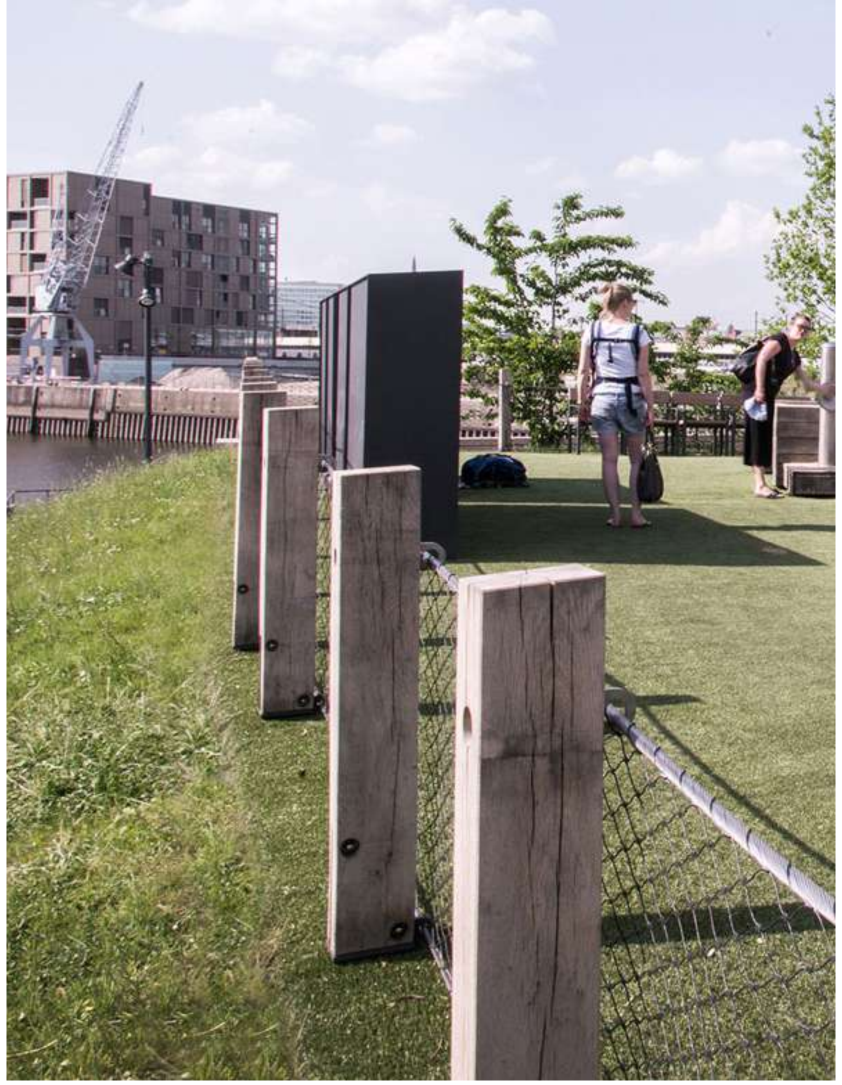
An illustration of the completed scheme for the riverside

Existing photo

2-B

River edge at Nene Parade
Improve access to the river by clearing planting and opening up stepped access. Additional steps to river
Timescales: 5/5 (short)
Key partners: Inland Waterways, Middle Level Commission
Criticality: 4/5 (high)

1



3

2

Example image description:

1. New timber steps and wide steps combination to provide better access to the river Nene
2. New timber mooring platform for local and visitors boats
3. New fence and edges to the riverbank to the stepped area

Existing photos

Background
Improving access to the River Nene and connections through from the high street will support enjoyment of leisure activities that connect the Town Centre to the surrounding wider leisure network.

Key Partners/Land Owners
FDC and CCC

Critical Success Factors

01
Increase the role and prominence of the River Nene as a key feature within the Town Centre

07
Improve March's unique identity as a retail, leisure and cultural destination

Selected projects rationale

3-A

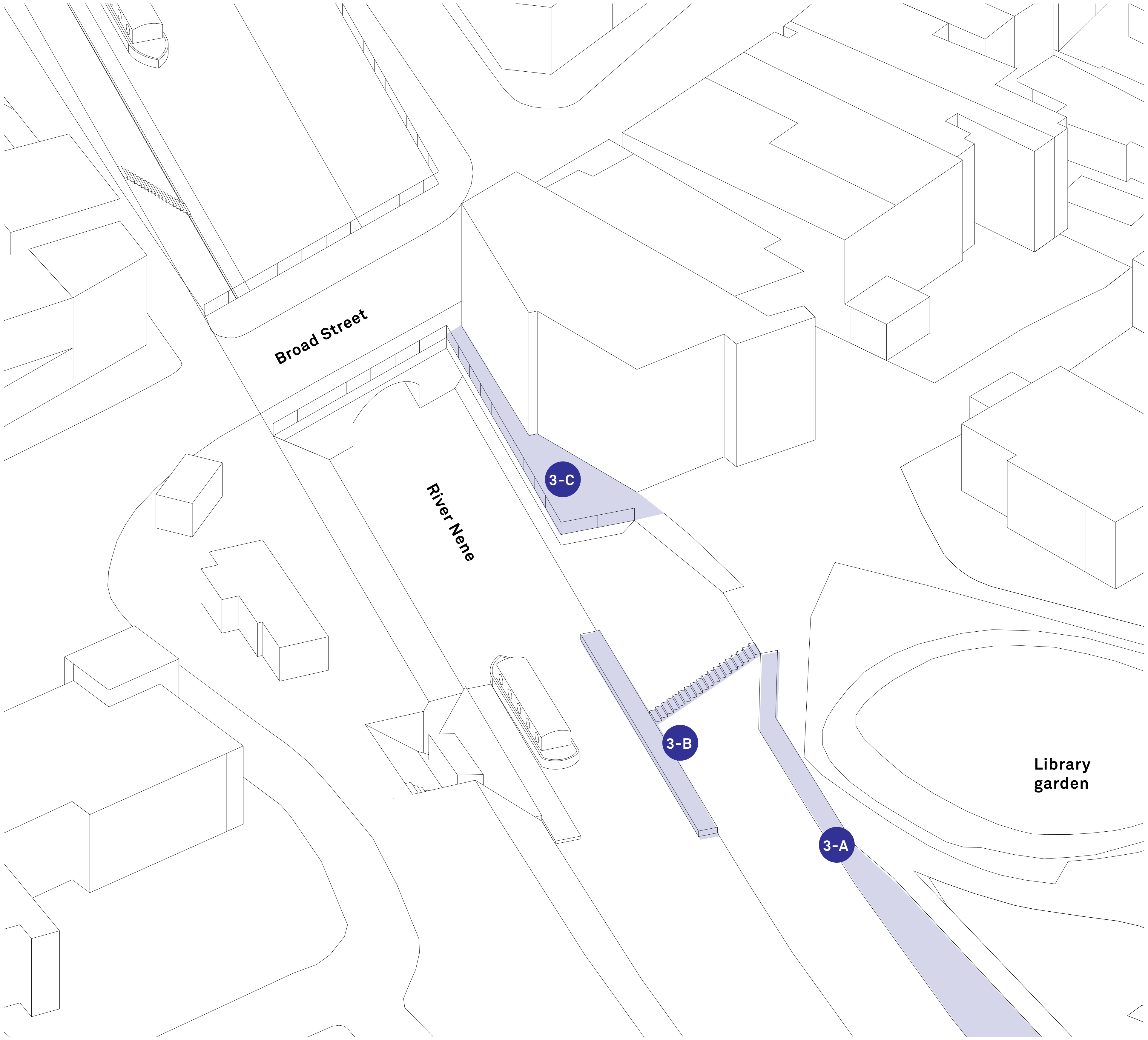
Improved connection to the river and West End Park and improve mooring platform

3-B

Improve mooring platform
Encourage route through by clearing shrubbery, widening path and improving lighting. Mooring platform to be improved to offer leisure activities and enjoyment of river.
Timescales: 3/5 (medium)
Key partners: FDC
Criticality: 3/5 (medium)

3-C

Improve connection from bridge to library
Improve access from high street to the library and leisure centre by building a cantilever extension to the existing narrow alleyway.
Timescales: 5/5 (short)
Key partners: assumed CCC
Criticality: 5/5 (high)



Opportunity

Existing photo

3-A

Improved connection to the river and West End Park

Example image description:

1. Improved surfaces to park paths and river edge for pedestrians and cyclists
2. (same as above)
3. New timber steps and wide steps combination to provide better access to the river Nene
4. New timber mooring platform for local and visitors boats

1

2

Existing photo

3-B

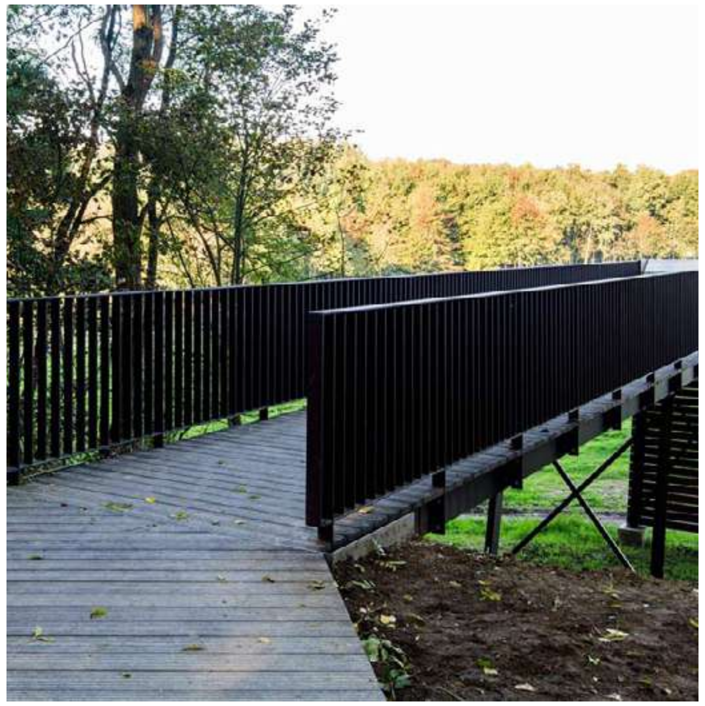
Improve mooring platform

3

4

Opportunity

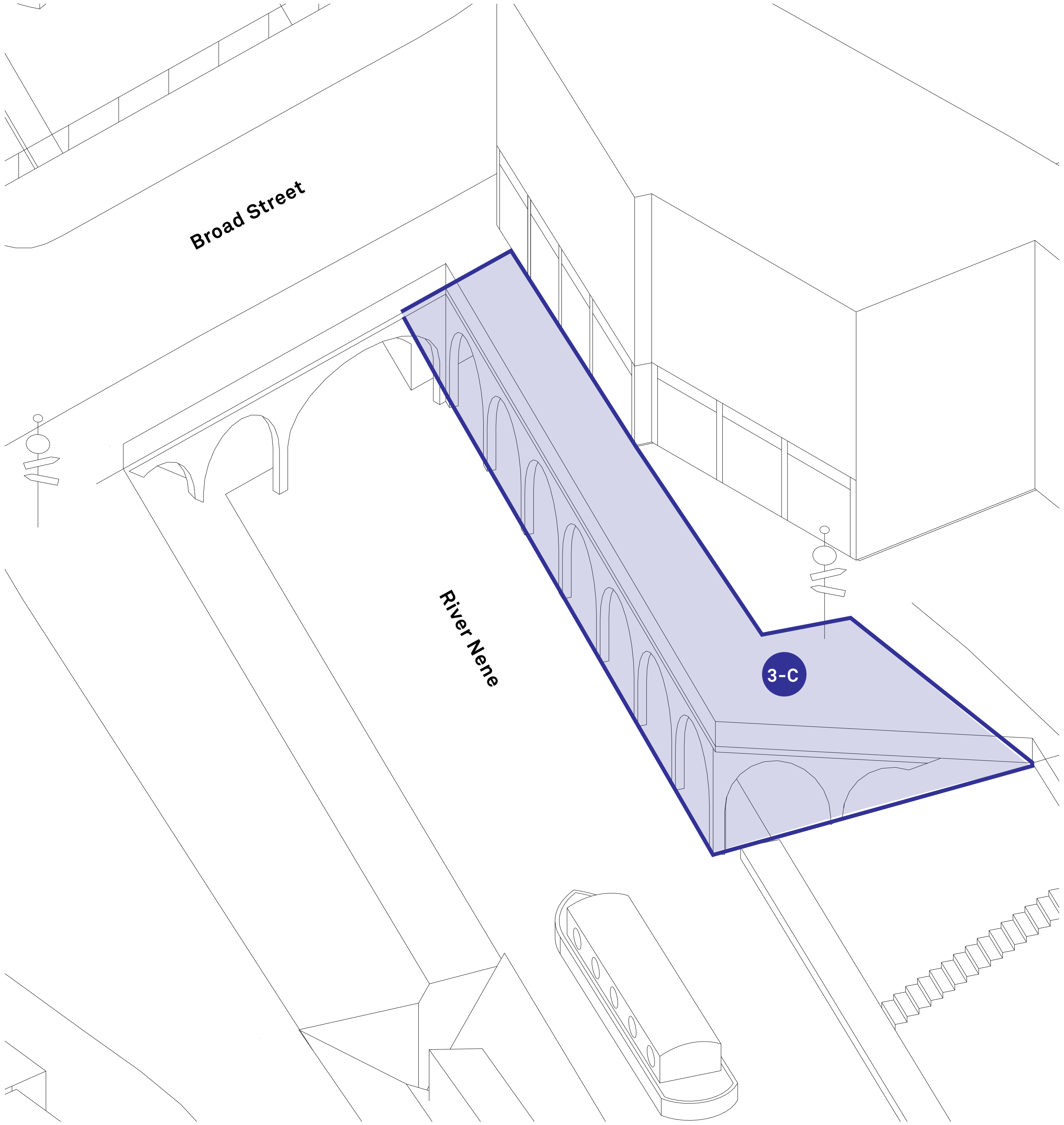
Existing photo



Example image: new guard and balustrade for a minor path extension to improve accessibility

3-C

Improve connection from bridge to library



MARKET SQUARE
PACKAGE 4

Existing photos

Background
The once bustling market place and Town Hall are a key landmarks and an important part of March's history. The site is currently a car park. There is an opportunity to boost the current market offer to celebrate March's heritage and support the surrounding high street. The Town Hall currently offers important youth programmes which can be expanded upon in order to thrive and support the 24 hour economy.

Key Partners/Land Owners
March Civic Trust, FDC and CCC adopted highways

Critical Success Factors

03
Make the high street more resilient to external factors

07
Improve March's unique identity as a retail, leisure and cultural destination

08
Promote a work/ life balance in town centre (e.g. night time economy)

Precedents

Precedent image description:

1. New stone cobble surface combining different sizes and including drainage systems to provide
2. (same as above)
3. New arrangement of street furniture to enhance heritage building around a square
4. Timber stage for performances and seating
5. Tree pits integrated within stone paving including permeable area
6. Movable play equipment to activate local square
7. Cafe spill, seating and cycle parking combination on a local square

1

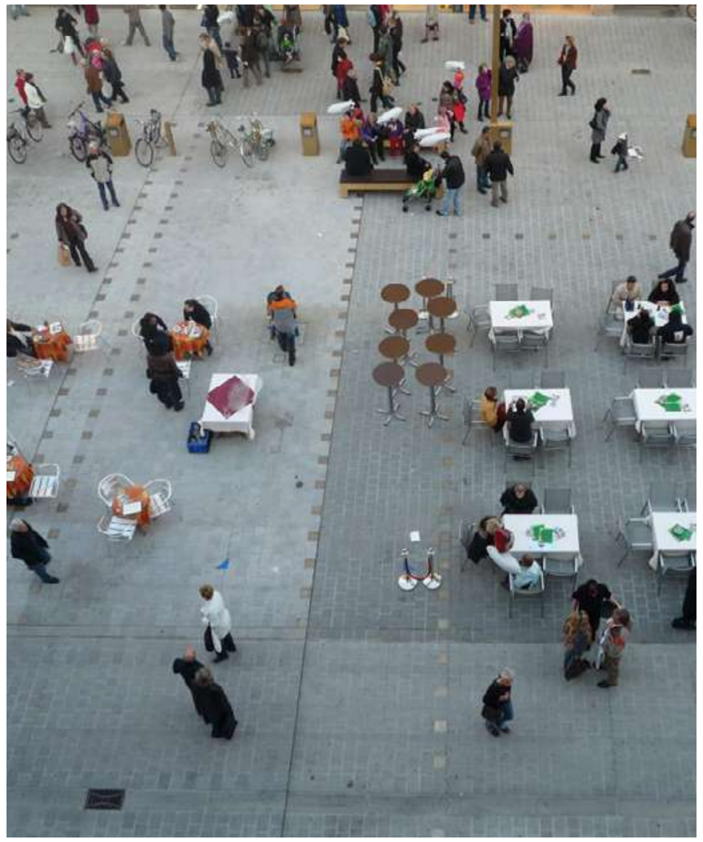
3

6

4

2

5



7

MARKET SQUARE
PACKAGE 4

Design Proposal

4

Market Place/Square
Pedestrianise the car park to create new public square with street furniture. A new platform for events to link with current activities in Town Hall. Improved infrastructure to help boost market offer
Timescales: 4/5 (short)
Key partners: FDC
Criticality: 5/5 (high)

KEY

1. Lamp post
2. Signage element
3. Breakout seating
4. Bike stand
5. Bench
6. Tree and tree pit
7. Potential for market stalls
8. Platform
9. Loading area
10. Accent paving for events space
11. Disable bay

An illustration of the completed scheme for the Market Square

Existing photos

Background
The area around Acre Road provides an important opportunity as a 'backlands' site that supports the high street and market. Current vacant land and buildings with important industrial heritage can be activated as part of a wider development site to boost activity and business opportunities in the Town Centre.

Key Partners/Land Owners
Private owners, FDC and some CCC adopted highways

Critical Success Factors

- **03** Make the high street more resilient to external factors
- **05** Bring derelict & underused buildings & spaces back into productive use
- **06** Improve investment climate for new businesses
- **08** Promote a work/ life balance in town centre (e.g. night time economy)

Existing plan

ACRE ROAD SITE

SITE 1.1

PROPRIETOR: GROUP HOLDINGS (SOUTH) LIMITED

AREA: 1251 sq m
— 4 vacant units 50 sq m each

SITE 1.2

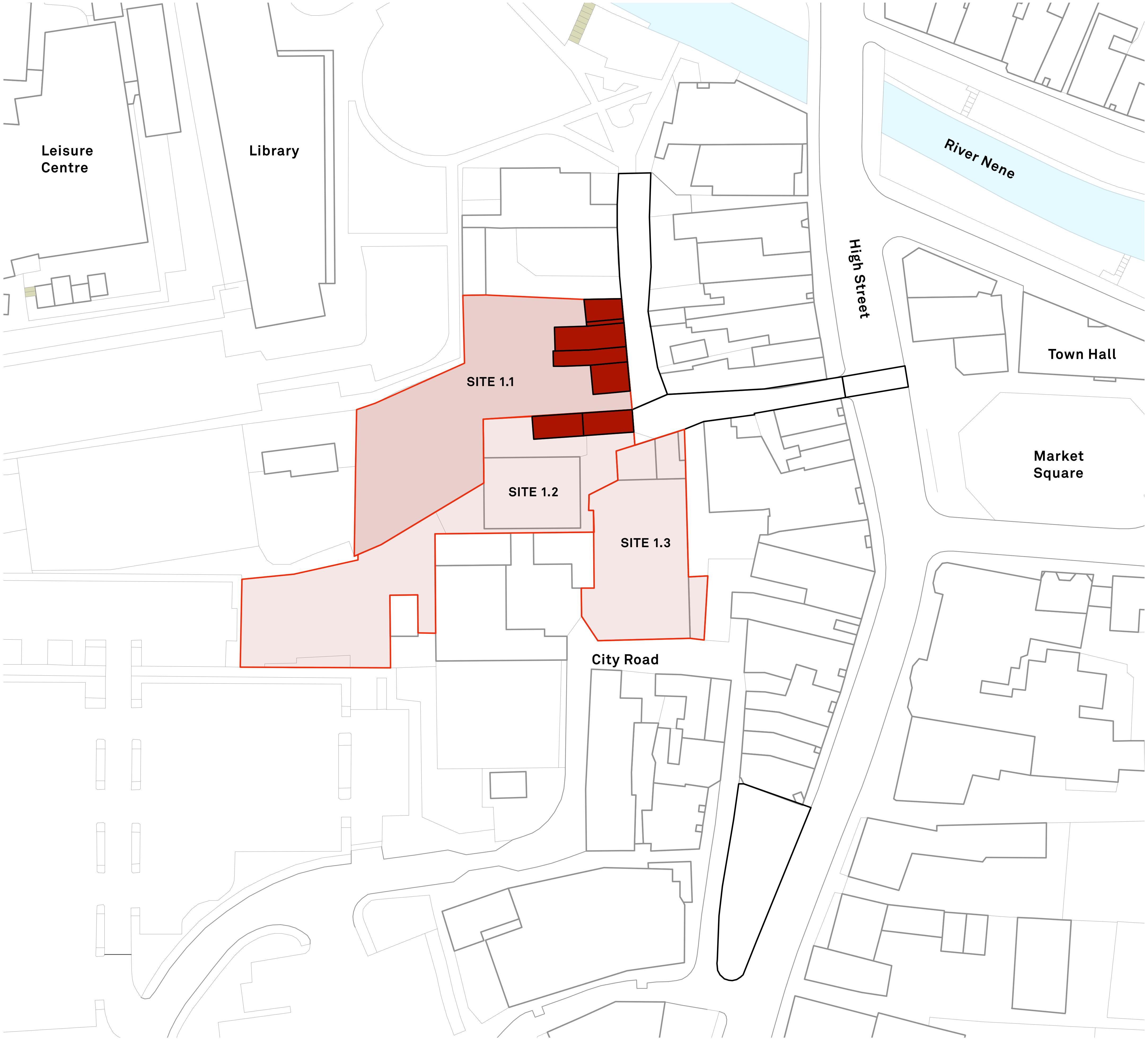
PROPRIETOR: OWEN KIRK

AREA: 1253 sq m
— 2 vacant units 50 sq m each

SITE 1.3

PROPRIETOR: OWEN KIRK

AREA: 672 sq m
— Former market building recently demolished



KEY

Existing vacant units
Public realm site boundary
Development site boundary

N 0 10m

Precedents


1


2


3


4


5

Precedent image description:

1. Heritage building refurbishing for workshops/ work space to keep local character
2. Heritage building refurbishing and extension to create workshops/work space
3. New terraced houses and public realm to create new links from the high street
4. Alleyway activation through spill out of businesses/workshops
5. New residential flats and duplexes including accessible routes through the town centre

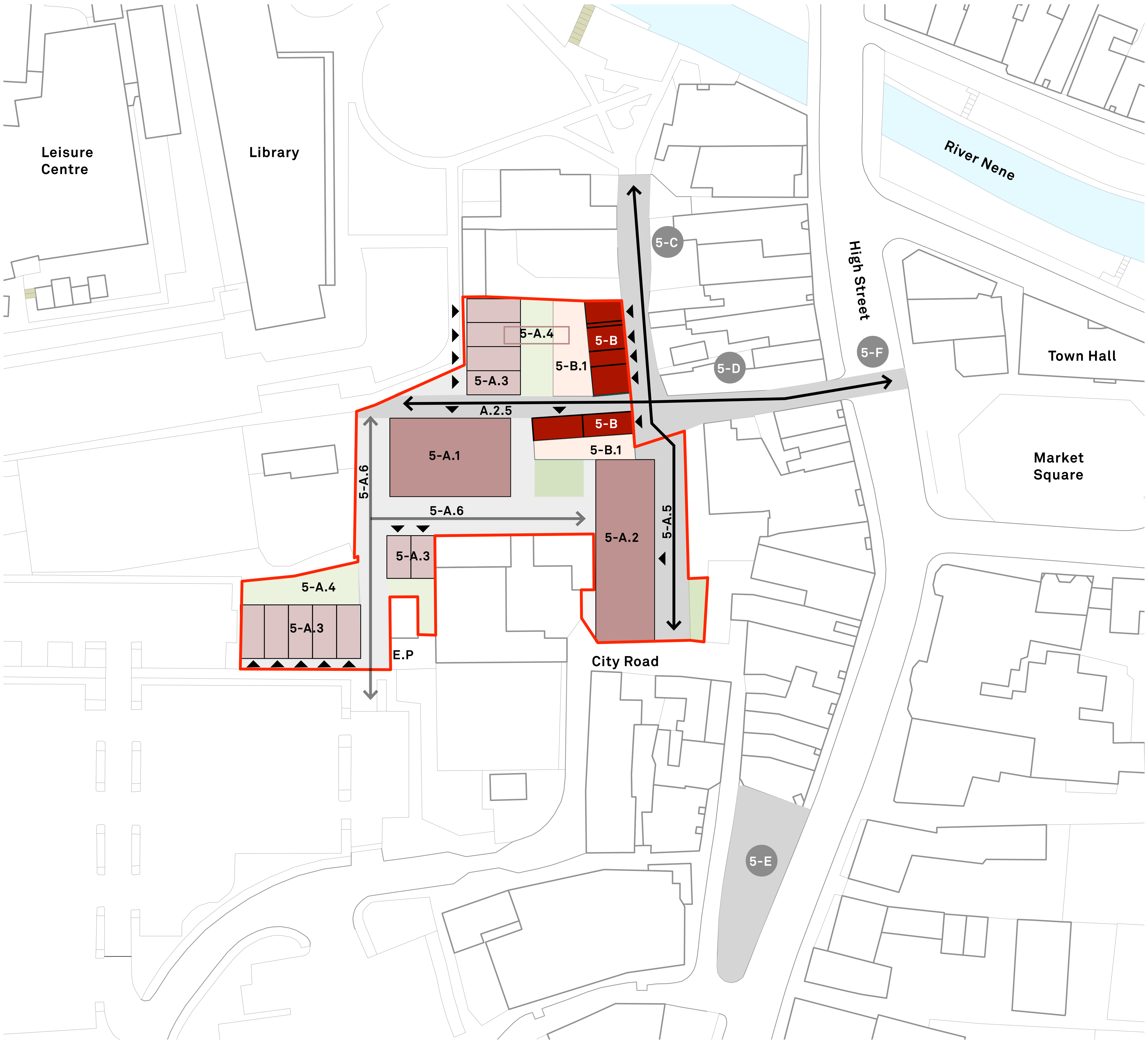
Proposed plan

ACRE ROAD SITE

FDC to acquire Site 1.1, 1.2 and 1.3 for a combined mixed development.

Mixed development in combined site to include:
Refurbishment of vacant units (5-B)
— Refurbish existing units for work space
— Upper floor and side extensions where appropriate to existing vacant units for work space (5-B.1)

New residential (5-A)
— New residential block of flats and duplex (5-A.1&5-A.2)
— New residential terraced (5-A.3)
— Private gardens (5-A.4)
— New access links to town centre (5-A.5)
— New vehicular access roads and public realm to residential (5-A.6)



KEY

- Refurbished vacant units for work space
- Work space yard/extensions
- New residential block of flats & duplex (4 floors)
- New residential terraced (3 floors)
- Gardens and green spaces
- Gardens and green spaces
- New access links to town centre
- New vehicular access
- Entrances to buildings
- Public realm site (see page 31)
- Development site boundary

N 0 10m

ACRE ROAD & BACKLANDS
PACKAGE 5-A&B

Axonometric view

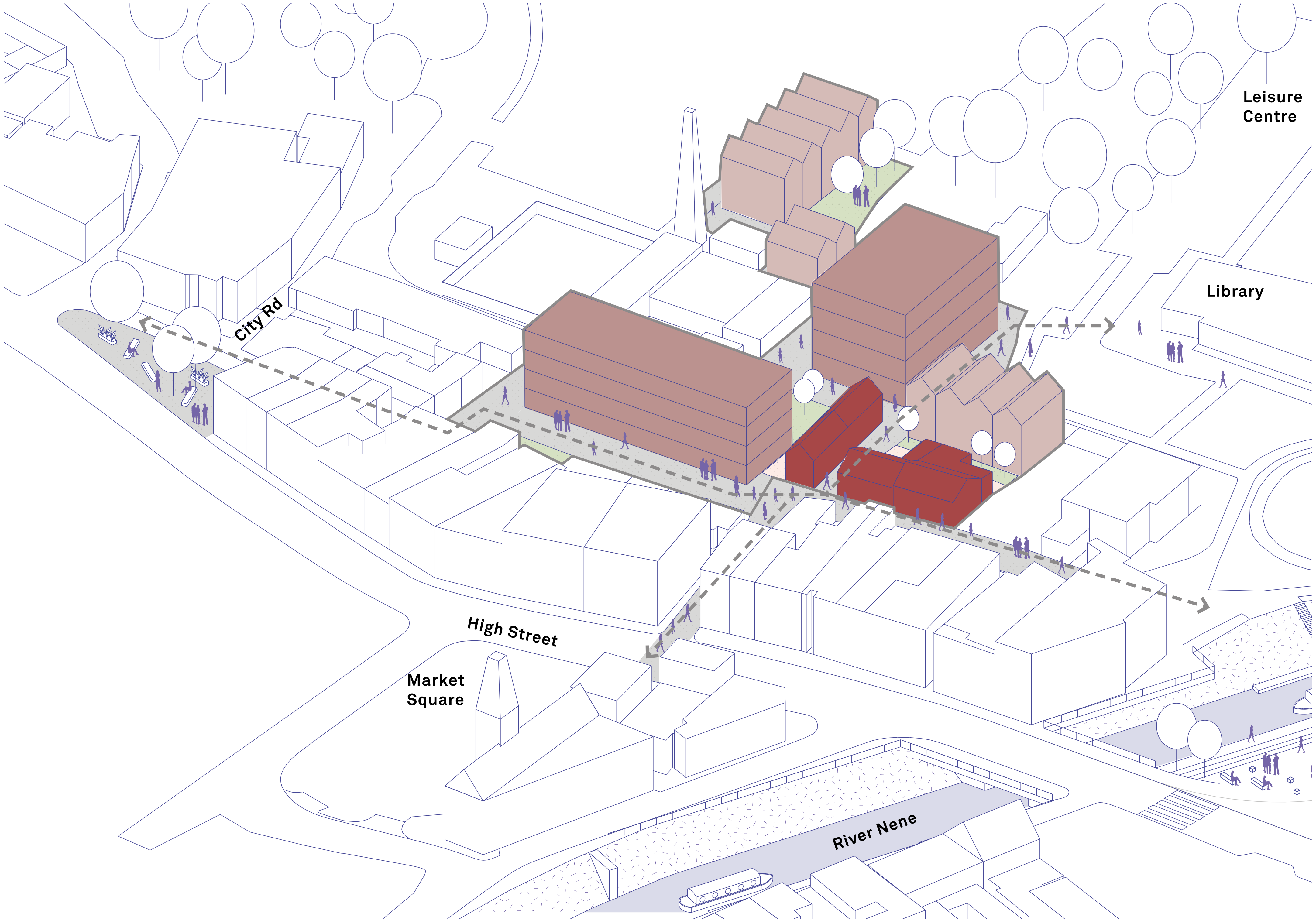
ACRE ROAD SITE

5-A

Refurbishment of vacant units
Refurbish to celebrate heritage assets and provide work space, with ground floor use as a niche market, temporary retail or community use.
Timescales: 4/5 (short)
Key partners: private owners
Criticality: 5/5 (high)

5-B

Mixed use development site
Planning application and land acquisition to unlock site for future mixed use development to densify activity in backlands.
Timescales: 1/5 (long)
Key partners: private owners, CCC, FDC
Criticality: 3/5 (medium)



KEY

- Refurbished vacant units for work space
- New residential block of flats & duplex (4 floors)
- New residential terraced (3 floors)
- New town centre links

Connections to the town centre


Existing photo


Existing photo


Existing photo


Existing photo

5-C

Alleyway improvements
Improve links to riverside and through backlands. New shared surface and lighting opportunity
Timescales: 5/5 (short)
Key partners: CCC adopted highways (partially)
Criticality: 5/5 (high)

5-D

Alleyway improvements

5-E

City Road square improvements
Shared surface upgrade, new streets furniture and plating to improve pedestrian/cycle experience
Timescales: 1/5 (short)
Key partners: tbc
Criticality: 3/5 (medium)

5-F

Improve market connections
New crossing to encourage route through from market square to backlands. Alleyway surface improvements, lighting and accessibility
Timescales: 5/5 (short)
Key partners: CCC adopted highways
Criticality: 3/5 (high)

REACTIVATING VACANT UNITS PROGRAMME PACKAGE 6

Town centre wide project

Background
Current and future vacant units along the town centre high street provide an opportunity to diversify uses and make the high street more resilient. Underused and vacant upper floors have the potential for a change of use to residential use.

Key Partners/Land Owners
Private owners and FDC

6-A

Upgrades and re-purposing of ground floor

6-B

Upgrades and re-purposing of upper floor for change of use to residential

03
Make the high street more resilient to external factors

05
Bring derelict & underused buildings & spaces back into productive use

06
Improve investment climate for new businesses

08
Promote a work/ life balance in town centre (e.g. night time economy)

Example image for a refurbished vacant interior

Example image for upper floor and ground floor activation

Current vacant units directory

The following units in March town centre have been identified as currently being vacant, and provide a selection of premises available to participate in the reactivation programme.

Package No. for reference	Vacan Unit number	Address	Floor level	Conservation status
Package 1	vu-1	1 Darthill Road, PE15 8HP	Ground floor (former cinema)	
Package 1	vu-2	7 Dartford Road, PE15 8LA	Ground floor (former cinema)	
Package 1	vu-3	1A Darthill Road, PE15 8HP	Upper floor (former cinema)	
Package 1	vu-4	26 Broad Street PE15 8TG	Upper floor	
Package 1	vu-5	22-24 Broad Street PE15 8TG	Ground floor	
Package 1	vu-6	14 Broad Street PE15 8TG	Upper floor	
Package 1	vu-7	10 Broad Street PE15 8TG	Ground floor	Local Interest
Package 1	vu-8	8 Broad Street PE15 8TG	Ground floor	
Package 1	vu-9	39 Broad Street PE15 8TP	Ground floor	Local Interest
Package 1	vu-10	Marwick House PE15 8LB	Ground floor	
Package 1	vu-11	2 Old Bank Chambers 4 Dartford Road March Cambridgeshire PE15 8AQ	Ground floor	
Package 4	vu-1	13 High Street March Cambridgeshire PE15 9JA	Upper floors	
Package 4	vu-2	27-29 High Street March Cambridgeshire PE15 9JA	Upper floors	
Package 4	vu-3	35 High Street March Cambridgeshire PE15 9JJ	Ground floor (period property)	
Package 4	vu-4	43 High Street March Cambridgeshire PE15 9JJ	Upper floors	
Package 4	vu-5	28 Marktet Place PE15 9JF	Ground floor	
Package 4	vu-6	26 Marktet Place PE15 9JF	Entire property	Listed
Package 7	vu-1	Former Pub 'The George', 61 High Street, PE15 9JJ	Entire property	Listed
Package 7	vu-2	75 High Street, PE15 9 LB	Ground floor and ground floor	
Package 7	vu-3	81 High Street, PE15 9 LB	Ground floor	
Package 7	vu-4	72 High Street, PE15 9 LD	Upper floor	
Package 7	vu-5	74 High Street, PE15 9 LD	Upper floor	
Package 7	vu-6	96-100 High Street, PE15 9LP	Ground floor	
Package 7	vu-7	112 High Street, PE15 9LP	Ground floor	
Package 7	vu-8	120 High Street, PE15 9LP	Ground floor	
Package 7	vu-9	122 High Street, PE15 9LP	Ground floor	

WE MADE THAT LLP
Unit 21 Tower Workshops
58 Riley Road
London SE1 3DG

T +44 (0)20 7252 3400
www.wemadethat.co.uk
studio@wemadethat.co.uk

We Made That LLP is
registered in England &
Wales. Reg no. OC367789

STOCKDALE

Order of Cost

for

Refurbishment and improvement works

to

March Town Centre

for

Fenland District Council, Cambridgeshire

In association with:
We Made That

quantity surveying
project management

stockdaleuk.com
London and Nottingham

Studio 13, The Viaduct Business Centre
360 Coldharbour Lane, London SW9 8PL

+44 (0)20 8664 6373
office@stockdaleuk.com

partners:
Greg Franklin
Joseph Smith
Sam Wiseman
Jonathan Stockdale

Introduction:

This cost estimate has been prepared to assist in determining a realistic target cost for the works. The costs shown are an approximation and cannot at this early stage of the design process be expected to represent the precise cost of the works. The figures should be viewed as target figures for the development of the design.

The costs will be subject to the development of the design by the architect and the input of engineers, other consultants, any tenders received. We recommend that the budget is reviewed in more detail as the design develops.

Our calculations are based on a study of the proposed scheme in comparison with similar schemes on our database, recently received cost data and current market feedback.

Information Used:

We Made That

Initial Costing Exercise - Phase 2 Design 09-03-2020
Drg: 180 GA 1200X, 180 GA 1200P
Drg: 180 GA 1100X, 180 GA 1100P
Drg: 180 GA 1300X, 180 GA 1300P

Please refer to Exclusions on next page.

<u>Exclusions:</u> *all unless otherwise stated within Cost Plan detail*

VAT
Site investigations, surveys and tests
Inflation in tender prices
The effect of detailed design input from Structural Engineers and M&E Services Engineers
Effects of party wall agreements, Building Regulations and planning consent/conditions
Resultant effects on design following site investigations and surveys
Site decontamination e.g. asbestos removal, soil decontamination etc
Specialist Groundworks
Extraordinary site investigation work
Temporary or permanent services diversions
Utility connections
Costs associated with delays or phasing
Tax fluctuations e.g. VAT, landfill tax
Insurance premiums e.g. insurance of neighbouring structures
Data installations other than cables or cable ways if stated
Audio visual systems unless otherwise stated
CCTV
Specific acoustic installations
Fittings/fixtures other than those specifically stated
Upgrades to existing services or highways infrastructure to support the development
Community Infrastructure Levy, costs associated with Section 106 type agreements
Land/property acquisition or sale costs - associated fees and taxes
Costs associated with Finance/ Lending
Sewer connections
Rainwater attenuation
Any works to public roads other than those specifically described.
Costs associated with the use of Performance Bonds
Costs associated with Contract amendments i.e. implementing the use of ESCROW accounts
Relocation expenses and storage costs
The effects of the Covid-19 pandemic including but not limited to delays in procurement or construction, increases in materials and labour costs.’

This costing has been prepared for the sole use of Fenland District Council and We Made That

ORDER OF COST

MAIN SUMMARY

		Cost
1	Package 3 - Broad Street	
	Construction Estimate inclusive of allowances for Contingency and Professional Fees	£2,371,000
2	Package 4 - Riverside North	
	Construction Estimate inclusive of allowances for Contingency and Professional Fees	£1,134,000
3	Package 6 - Market Square	
	Construction Estimate inclusive of allowances for Contingency and Professional Fees	£1,110,000
	TOTAL	**£4,615,000**

Inflation
This order of cost is based on prices current at today's date and contains no allowance for inflation. We recommend that the effect of inflation is reviewed once a timescale for design and construction has been established.

Please refer to notes and exclusions within the introduction.

Package 3
Broad Street
Based on Initial Costing Exercise - Phase 2 Design 09-03-2020
Drg: 180 GA 1200X, 180 GA 1200P

Demolitions / Preparation					
Allow for removal of street furniture etc:-					
bins, cycle hoops and bollards, say	50	nr	120	6,000	6,000
planters, small and large, say	12	nr	100	1,200	1,200
railing bay and posts, say	20	nr	150	3,000	3,000
cycle shelters	2	nr	500	1,000	1,000
sundries such as traffic control, say	1	Item	5,000	5,000	5,000
Removal of existing paved areas	1029	m²	25	25,737	25,700
Extra over above for removal of assumed kerb line including foundations between paving and tarmac areas	350	m	25	8,754	8,800
Allow for making good to perimeters at junction with existing building	339	m	30	10,172	10,200
Removal of existing tarmac areas	1883	m²	25	47,075	47,100
Extra over above for preparation of remaining tarmac interfaces to receive new works.	265	m	25	6,620	6,600
Allow for some works in connection with retaining existing trees	1	Item	10,000	10,000	10,000
New Works					
New activity pockets - natural stone cobbles laid in geometrical patterns with different sizes and colours	392	m²	272	106,662	106,700
Perimeters to above that meet with new natural stone paving flags or resin gravel	112	m	15	1,683	1,700
Ditto but that meet with tarmac	30	m	15	446	400
New paving in natural stone flags	2090	m²	257	537,009	537,000
Ditto but as new level access adjacent Package 4 Works	108	m²	290	31,245	31,200
Extra over above level access for corduroy surface	108	m²	30	3,232	3,200
Extra over paving for tactile paving - assumed required at crossings	50	m²	nil		Note
Stone kerbs to above paving incl foundations	357	m	80	28,571	28,600
Ditto but curved	27	m	120	3,197	3,200

Junction of new paving above with existing buildings	336	m	250	84,083	84,100
New permeable areas and tree pits - resin bound gravel	195	m²	90	17,507	17,500
Perimeters to above that meet with new natural stone paving flags	97	m	15	1,458	1,500
Ditto but that meet with tarmac	58	m	15	869	900
New zebra crossings - assume mostly not traffic light controlled:-					
3.25 x 6.30	1	Item	5,000	5,000	5,000
Ditto but cycle crossing adjacent to pedestrian crossing	1	Item	5,000	5,000	5,000
3.25 x 6.10	1	Item	5,000	5,000	5,000
3.25 x 6.85	1	Item	5,000	5,000	5,000
3.25 x 10.10	1	Item	5,000	5,000	5,000
Ditto but cycle crossing adjacent to pedestrian crossing	1	Item	5,000	5,000	5,000
6.00 x 5.35	1	Item	5,000	5,000	5,000
Provisional allowance for flashing amber beacons to some crossings Say 4 Nr beacons.	4	nr	2,500	10,000	10,000
Provisional extra for traffic control - yet to be detailed	1	Item	50,000	50,000	50,000
Allow for new roundabout and junction improvements	1	Item	75,000	75,000	75,000
Provisional allowance for some removal and replacement of tarmac to provide a high grip surface to some crossings. No details, this requires investigation.	1	Item	30,000	30,000	30,000
Feature lamppost	20	nr	2,500	50,000	50,000
Benches - metalwork and timber including backrest	16	nr	3,500	56,000	56,000
Timber stool	8	nr	750	6,000	6,000
Sheffield bike stands - bespoke coloured	19	nr	250	4,750	4,800
Planters	12	nr	1,000	12,000	12,000
Trees, size/species tbc, plus tree pit	15	nr	3,000	45,000	45,000
Allow for some repairs to existing war memorial with the addition of new feature lighting	1	item	15,000	15,000	15,000
Relocate Memorial Fountain with added new feature lighting and water fountain	1	item	20,000	20,000	20,000
Allow for 2 Nr disabled bays, minor extra over paving	1	item	500	500	500
Allow for new bus shelter approx 8.30 x 1.85	1	nr	7,000	7,000	7,000
Ditto but approx 4.45 x 1.90	1	nr	3,500	3,500	3,500

Allow for new bus stops, modest extra over paving	2	nr	1,000	2,000	2,000
Allow for new feature wayfinding	1	Item	20,000	20,000	20,000
Allow for marking out spaces for market stalls	1	Item	3,000	3,000	3,000
New electricity power point for market events	1	Nr	20,000	20,000	20,000
New loading bay adj Market Stalls area, modest extra over paving	1	nr	1,000	1,000	1,000
Ditto but on opposite side of Broad Street	1	nr	1,000	1,000	1,000
New Taxi Rank, modest extra over paving	1	nr	1,000	1,000	1,000
Further Works					
Allow for repair and relocation of utilities - assumed existing installations will be added to / amended.	1	item	50,000	50,000	50,000
Allow for drainage system	1	item	100,000	100,000	100,000
Allow for a power point in the central pocket space	1	item		Taken above	
Allow for evaluation of existing two trees - TBC to keep or replace	1	item	1,500	1,500	1,500
All pedestrian zebra crossings to have blister both sides	1	item		Taken above	
Allow for corduroy on both sides on continuous crossing from Package 3 to 4	1	item		See level access paving	
Sub total				1,559,769	1,559,800
Prelims	12%			187,172	187,200
Contingency	15%			262,041	262,000
Professional fees	18%			361,617	361,600
Total				**2,370,600**	**2,371,000**

Package 4
Riverside North
Based on Initial Costing Exercise - Phase 2 Design 09-03-2020
Drg: 180 GA 1100X, 180 GA 1100P

Demolitions / Preparation					
Allow for removal of street furniture etc:-					
WC block	1	item	24,000	24,000	24,000
bins, cycle hoops and bollards, benches, say	15	nr	120	1,800	1,800
planters, small and large, say	1	nr	100	100	100

railing bay and posts, say	7	nr	150	1,050	1,100
fencing	1	item	400	400	400
phone box	1	item	400	400	400
removal of existing boat utility to riverside.	1	item	400	400	400
Remove existing timber decking adjacent river.	1	item	2,000	2,000	2,000
Removal of existing paved areas	418	m²	25	10,455	10,500
Extra over above for removal of assumed kerb line including foundations between paving and tarmac areas	90	m	25	2,261	2,300
Ditto but to landscape / structure areas on opposite side of paving	97	m	25	2,428	2,400
Removal of existing tarmac areas	96	m²	25	2,399	2,400
Extra over above for preparation of remaining tarmac interfaces to receive new works.	74	m	25	1,860	1,900
Prepare existing planted area for new works to keep as planted area with new trees added to existing	251	m²	40	10,024	10,000
Allow for some works in connection with retaining existing trees	1	Item	5,000	5,000	5,000
Allow for removal of existing established trees	14	nr	1,000	14,000	14,000
Allow for cut and fill to form terraced layout down to river:-					
Cut	696	m^3	70	48,732	48,700
Fill	209	m^3	80	16,708	16,700
Allow for levelling and preparation of terraces in preparation for new works	619	m²	15	9,282	9,300
Allow for some form of retainment to above formed terraces:-					
Heights approx 500 - 700	204	m	400	81,652	81,700
Height approx 1350	46	m	490	22,501	22,500
Sloping at edge pavement to bridge	1	Item	20,000	20,000	20,000
Provisional allowance for some works to river bank in this area	68	m	500	33,755	33,800
New Works					
New paving in natural stone flags	468	m²	272	127,209	127,200
Stone kerbs to above paving incl foundations	170	m	80	13,634	13,600
Ditto but curved	13	m	120	1,574	1,600
Ditto but kerbs to disabled bays -2 Nr	29	m	80	2,282	2,300

Compacted permeable gravel laid to terraced areas previously prepared elsewhere.	619	m²	27	16,708	16,700
Junction of above area with retained and amended soft landscaped area	43	m	25	1,070	1,100
Timber steps / seating formed from timber sleeper like members of varying sizes and numbers when viewed in section.	471	m	150	70,604	70,600
Raised planter / signage platform inclusive of balustrade to match that of bridge.	10	m	1,000	9,520	9,500
Extra over timber steps / seating for planting in and adjacent to seating - Say 18 locations.	1	item	13,500	13,500	13,500
New overhanging deck platform to riverside, approx 1500 wide	58	m	750	43,208	43,200
Extra over above for provision of boat mooring	1	Item	3,000	3,000	3,000
Allow for embedded timber treads in existing amended soft landscape area approx 2000 wide	31	nr	175	5,425	5,400
Feature lamppost	7	nr	2,500	17,500	17,500
Sheffield bike stands - bespoke coloured	6	nr	250	1,500	1,500
Planters/small planted zones	1	item	5,000	5,000	5,000
Trees, size/species tbc, plus tree pit	6	nr	3,000	18,000	18,000
Allow for 2 Nr disabled bays, kerbing taken above	1	item	500	500	500
Allow for new feature wayfinding	1	Item	5,000	5,000	5,000
Allow for new signage	1	Item	5,000	5,000	5,000
Allow for repair and relocation of utilities - assumed existing installations will be added to / amended.	1	Item	25,000	25,000	25,000
Allow for drainage system diversions	1	Item	15,000	15,000	15,000
Lighting	1	Item	35,000	35,000	35,000
Sub total				746,439	746,400
Prelims	12%			89,573	89,600
Contingency	15%			125,402	125,400
Professional fees	18%			173,054	173,100
Total				**1,134,468**	**1,134,000**

Package 6
Market Square
Based on Initial Costing Exercise - Phase 2 Design 09-03-2020
Drg: 180 GA 1300X, 180 GA 1300P

Demolitions / Preparation					
Allow for removal of street furniture etc:-					
bins, cycle hoops and bollards, benches, say	32	nr	120	3,840	3,800
planters, small and large, say	4	nr	100	400	400
railing bay and posts, say	6	nr	150	900	900
Removal of existing paved areas	534	m²	25	13,340	13,300
Extra over above for removal of assumed kerb line including foundations between paving and tarmac areas	114	m	25	2,848	2,800
Allow for making good to perimeters of removed paving that meet with existing buildings	52	m	30	1,554	1,600
Removal of existing tarmac areas	817	m²	25	20,435	20,400
Extra over above for preparation of remaining pavement interfaces to receive new works.	7	m	25	163	200
Allow for some works in connection with retaining existing trees	1	Item	4,000	4,000	4,000
New Works					
New activity pockets - natural stone cobbles laid in geometrical patterns with different sizes and colours	421	m²	272	114,621	114,600
Perimeters to above that meet with new natural stone paving flags or resin gravel	72	m	15	1,079	1,100
Ditto but that meet with Stage platform	16	m	15	246	200
New paving in natural stone flags	859	m²	257	220,660	220,700
Extra over paving for tactile paving - assumed some required, no	172	m²	290	49,799	49,800
Stone kerbs to above paving incl foundations	78	m	80	6,248	6,200
Ditto but curved	24	m	120	2,832	2,800
Junction of new paving above with existing buildings	51	m	30	1,536	1,500
New permeable areas and tree pits - resin bound gravel	65	m²	90	5,805	5,800

Perimeters to above that meet with new natural stone paving flags	34	m	15	503	500
Ditto but curved	29	m	40	1,140	1,100
Perimeters to above that meet with new stage platform	15	m	15	231	200
New stage platform	60	m²	300	18,090	18,100
Perimeter to above consisting of what appears to be two steps	38	m	200	7,540	7,500
Allow a sum for feature under lighting to above stage / platform	1	Item	15,000	15,000	15,000
Allow for a power point to the stage	1	Item	5,000	5,000	5,000
Feature lamppost	9	nr	2,500	22,500	22,500
Benches - metalwork and timber including backrest	6	nr	3,500	21,000	21,000
Timber stool	13	nr	750	9,750	9,800
Table and two chair units	7	nr	2,000	14,000	14,000
Sheffield bike stands - bespoke coloured	16	nr	250	4,000	4,000
Planters	5	nr	1,000	5,000	5,000
Trees, size/species tbc, plus tree pit	15	nr	3,500	52,500	52,500
Allow for disabled bays	1	nr	500	500	500
Ditto but loading bays	1	nr	1,000	1,000	1,000
Allow for new feature wayfinding	1	Item	10,000	10,000	10,000
Allow for market stall layouts	14	nr	3,000	42,000	42,000
New electricity power point for market events	1	Nr	10,000	10,000	10,000
Allow for repair and relocation of utilities - assumed existing installations will be added to / amended.	1	Item	25,000	25,000	25,000
Allow for drainage system diversions	1	Item	15,000	15,000	15,000
Sub total				730,058	730,100
Prelims	12%			87,607	87,600
Contingency	15%			122,650	122,600
Professional fees	18%			169,257	169,300
Total				**1,109,571**	**1,110,000**

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted