

Apply to the levelling up fund round 2

Submission details

Submission reference LUF20368

Created time Wed, 10 Aug 2022 09:03

What is the legal name of the lead applicant organisation?

Staffordshire Moorlands District Council

Where is your bid being delivered?

England

Select your local authority

Staffordshire Moorlands

Enter the name of your bid

Regeneration of Leek Town Centre

Does your bid contain any projects previously submitted in round 1?

No

Bid manager contact details

Full name

[Redacted]

Position

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Local Authority Leader contact details

Full name	Councillor Paul Roberts
Position	Leader of Staffordshire Moorlands District Council
Telephone number	[REDACTED]
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Enter the name of any consultancy companies involved in the preparation of the bid

Mutual Ventures
Focus
FMG

Enter the total grant requested from the Levelling Up Fund

£17110892

Investment themes

Regeneration and town centre	80%
Cultural	20%
Transport	0%

Which bid allowance are you using?

Full constituency allowance

How many component projects are there in your bid?

3

Are you submitting a joint bid?

No

Grant value declaration

I am submitting a bid as a single applicant and can confirm that the bid overall does not exceed £20 million grant value

Tick to confirm

Gateway criteria: costings, planning and defrayment

I confirm that some LUF grant funding will be defrayed in the 2022/23 financial year

Tick to confirm

Costings and Planning Workbook

App A1 - SMDC
LUF_Package_Bid_Costings_Planning_Workbook_V1.6_June_22.xlsx

Provide bid name

Regeneration of Leek Town centre

Provide a short description of your bid

This is an investment package to regenerate Leek Town Centre. It includes three interventions which address longstanding market failures and underpin the Council's wider vision to reinvigorate the local economy and provide improved life outcomes to residents, communities and businesses.

The investment would refurbish, upgrade and modernise Victorian market halls for contemporary business and community use; provide an improved public library, museum and exhibition space at the historic Nicholson Institute and create a new swimming facility as part of a wider leisure centre transformation. Together these projects will deliver much needed economic, health and well-being benefits to the local community.

Provide a more detailed overview of your bid proposal

Our vision for Staffordshire Moorlands is to create an 'area with a vibrant and distinctive natural and built environment which welcomes planned growth to create an independent and sustainable economy and offers a high quality of

life to the residents, visitors and the business community in North Staffordshire’.

Within this strategy, Leek has a pivotal role as a ‘self-contained market town’, with potential to offer sustainable business and employment opportunities and become a hub for arts and creative industries.

The specific investments in scope are as follows:

Refurbishment of Leek’s Market Halls – The town’s Victorian market halls contribute to our vision for the town as a vibrant business hub, offering employment opportunities and creative and artistic space for community use. The proposed project would deliver refurbishment and modernisation of these important local landmarks and economic centre. Our ambition is to broaden the Markets’ appeal to attract a wider range of customers and traders, including a younger audience to ensure long-term economic sustainability. Proposed works include:

- Replacement of 32 tables with lighter weight alternatives and installation of 3 food and beverage lock up units to the “Trestle Market Hall”, with associated utilities and facilities.
- Transformation of the “Butter Market Hall” to bring back the Victorian character of the shop frontages to improve the customer experience and provide modern flexible retail units.
- Enhancements to customer safety, comfort and security with the installation of Wi-Fi, CCTV, insulation and heating.
- Addition of a further entrance to allow for independent operation of the two market halls and to allow evening and weekend events to be held independently.

The proposed refurbishment of the market halls will create a more flexible space for the community, local traders and customers. The community will benefit from a more flexible, useable space in the Trestle Market Hall; new trader tables will be lighter weight and more easily stored away to open the space up for hosting community events. Transformation of the Butter Market Hall to rediscover its Victorian arcade style and provide contemporary retail spaces offering flexible and independent opening hours will encourage new businesses into the market with a particular aim to encourage younger entrepreneurs into the space.

Redevelopment of the Nicholson Institute - a Grade II* listed building within Leek Town Centre Conservation Area currently used as a public library and museum. Historically, the lower ground floor has been utilised by the Leek School of Art but currently this area is unusable due to damp. This project will transform the Nicholson Institute, refurbishing the lower ground floor and creating a dynamic new offer for the town, providing an improved public library, museum, event/exhibition space, a venue for weddings, and student welfare facilities for Buxton and Leek College.

The lower ground floor, which currently lies empty, will be converted into a flexible student welfare facility that incorporates a chaplaincy and employability advice space for use during the week. This will allow the classrooms that are currently being used to provide these facilities to be used as teaching spaces to support the further extension of the college. The largest room on the lower ground floor has access to the outside courtyard and will be a quality venue for hosting weekend and evening wedding events.

The ground floor library area will be redesigned to increase the range of services provided at the library to include events and learning opportunities. The basement area will be renovated to provide operational space for the library.

The top floor museum will be redeveloped to provide a better home for the current collection of artefacts that largely relate to the town’s past as a centre of silk making. The exhibition/event space will be updated to allow a broader range of community activity. Links with the lower-floor library will be improved to allow greater interaction and flow between the two settings

Leisure Centre – Replacement swimming facility. As part of a wider leisure transformation plan, we have an aspiration to develop a large-scale

development, reconfiguration and refurbishment of facilities at Brough Park Leisure Centre. The project will principally include building a new, larger 25m, 6 lane swimming pool facility to replace the existing pool hall.

Works will include a learner pool with moveable floor and refurbished changing room provision. Dry side improvements will see the front area of the building remodelled and converted from a suite of underused office spaces into a modern and welcoming health and fitness suite.

By creating this new space, the current fitness suite will be converted into an additional studio space to accommodate further group exercise provision and a dedicated indoor cycling studio. One of three existing squash courts will also be repurposed into additional dry side changing facilities.

The planned improvement works will significantly enhance the offering available to residents and provide greater flexibility to help position the facility to become a more central hub, geared towards helping to improve the overall health and wellbeing of local residents and contribute to the wider regeneration of the town.

The improvement works will enable the facility to be the site of delivery for a range of wellbeing services that better meet the needs of residents. Through these facility improvements there will be an opportunity to develop closer integration with health system partners and provide interventions and support that have the desired health benefits and engage a greater proportion of the local population, particularly those living with greater disadvantage and those with long term health conditions.

This package bid of three projects together address a range of market failures (outlined further in section 4.3.2) to enable fulfilment of our vision for Leek and for Staffordshire Moorlands more broadly by strengthening the local economy and/or enhancing local cultural or leisure assets to deliver health and wellbeing benefits. Each component contributes to an uplift in the attractiveness and vibrancy of Leek town centre that would not be achievable by each of the interventions individually:

Geographical proximity: between them the components extend the town centre northwards to help tie Brough Park Leisure Centre and surrounding Brough Park more closely into community and visitor activities.

Complementary offers attracting diverse audiences: the three physical spaces that form part of this bid are designed to reach diverse audiences, thereby considerably increasing the attractiveness of Leek as a place to live and visit.

Pride of place: The Market Halls and the Nicholson Institute are key heritage assets that –if redeveloped - have the potential to instil a new pride of place in a community with greater opportunities to come together in shared spaces. This is complemented by the creation of a state-of-the art leisure centre that will be attractive to a wider group of users.

Strengthening social impact value for money: All three interventions share a focus on leveraging community assets to deliver optimum value for money for Leek residents. The combined cultural, tourism and community/ leisure focus plays out in slightly different combinations in each, but strengthen physical activity, community cohesion and overall wellbeing.

Income generation and economic development: Each proposition has at its heart the potential to increase revenue generation through increased footfall and create new business opportunities around cultural, visitor economy and leisure offers. The priorities chosen are in line with wider strategic aspirations for economic growth in Leek, which further strengthens the complementarity between the individual propositions.

Provide a short description of the area where the investment will take place

The proposed investments will be made in existing buildings in Leek town centre (the rationale for this choice is set out in section 4.3.3). The maps

included in Appendix B provide details of the specific locations.

Physical and economic infrastructure

Leek is a self-contained market town and civil parish on the river Churnet, in the county of Staffordshire, Staffordshire Moorlands District. As one of five Rural Hub Towns in the District, its market charter dates back over 800 years and the Market Halls, in spite of their current down at heel impression, remain an important community asset. With an attractive historic townscape and situated about 10 miles northeast of Stoke on Trent and in close proximity to the Peak District national park, strengthening its tourism offer and standing is a key aspiration.

As a result of a lack of attractive cultural and community/ leisure destinations, Leek has a highly dependent tourism economy. An ancient borough, having been granted its royal charter in 1214, the town was closely associated with William Morris who lived and worked in Leek in the 1870s. Linked to William Morris, the Nicholson Institute provides an important corner stone for the repositioning of Leek's heritage offer to residents and visitors. Over 50 former silk textile mills remain in the town centre, offering further opportunities for sensitive heritage-led regeneration.

At 10.5%, Staffordshire Moorlands has the lowest business start-up rate in Staffordshire. The self-employment rate, however, remains above the Staffordshire (9.8%) and Great Britain (9.8%) average, and 93% of businesses established in 2014 were still trading by 2018, a strong business survival rate. This suggests that investments that can catalyse business confidence such as positioning the market as an incubator space for local entrepreneurs have a key role to play in adding vibrancy and growth to Leek town centre.

Leisure & Tourism accounts for 17% of the workforce. With 83,970 more visitors in 2018 than 2013 the economic impact for Leek was of £32.6m, again recording an increase of £4.25 (9% growth) from 2014 to 2018. Further growth potential has been identified through strengthening the link to Peak Park, Alton Towers, Churnet Valley, Lodges and outdoor recreation.

Brough Park with its leisure centre and attractive outdoor space has an important role to play in strengthening Leek's attractiveness. Under a 'sports village' concept, considerable capital investment has already been made in the park. Investment in Brough Park Leisure Centre itself will help to fully bring this into its own in creating strong public realm linkages.

Community characteristics

Leek has around 21,000 residents, of which only 58.63% are of working age (bottom 40% nationally). Within a total expected population growth of approximately 7% over the next 20 years, the 65+ population is expected to grow by 26%. Low house prices create a viability gap, blocking the development of a diverse housing mix, thereby limiting the scope to attract/ retain more young people and achieve a mixed population, which would add to the town's vibrancy.

The Haregate area in immediate proximity to the Brough Park Leisure Centre represents a pocket of deprivation in Staffordshire Moorlands. Some LSOAs rank in the most deprived 10% and 20% nationally. Life expectancy is 8.0 years lower for men and 4.5 years lower for women in the most deprived areas of Staffordshire Moorlands than in the least deprived areas.

Alarming, child poverty in Leek has increased 3.5% over the past five years and in April 2021 alone, Leek's foodbank provided 720 meals. Children living in poverty have worse mental and physical health, do less well at school and have fewer life opportunities.

Levels of physically active adults are below the England average (62.1% vs. 66.3% in 2019) and the pandemic has pushed inactivity levels higher. Moreover, the nature of physical activity has changed post-pandemic.

In 2019-20 Staffordshire Moorlands fell into the lowest 40% of all English districts for sport and recreational facilities.

Does your bid include any transport projects?

No

Provide location information

Location 1

Enter location postcode	ST13 5HH
Enter location grid reference	398470, 356547
Percentage of bid invested at the location	17%

Optional GIS file upload for the location

Location 2

Enter location postcode	ST13 6AT
Enter location grid reference	398615, 357002
Percentage of bid invested at the location	63%

Optional GIS file upload for the location

Location 3

Enter location postcode	ST13 6DW
Enter location grid reference	398510, 356683
Percentage of bid invested at the location	20%

Optional GIS file upload for the location

Select the constituencies covered in the bid

Constituency 1

Constituency name	Staffordshire Moorlands
Estimate the percentage of the bid invested in this constituency	100%

Select the local authorities covered in the bid

Local Authority 1

Local authority name Staffordshire Moorlands

Estimate the percentage of the bid invested in this local authority 100%

Sub-categories that are relevant to your investment

Select one or more regeneration sub-categories that are relevant to your investment Commercial
Civic

Select one or more cultural sub-categories that are relevant to your investment Arts and Culture
Creative Industries
Sports and athletics facilities
Heritage buildings and sites

Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome

There are no other funding applications made or intending to be made.

In respect of the Nicholson Institute, Staffordshire County Council will contribute Public Funds of £243,210. See evidence of contribution in Appendix C.

Provide VAT number if applicable to your organisation

██████████

Bidders are invited to outline how their bid will promote good community relations, help reduce disparities amongst different groups, or strengthen integration across the local community

Please refer to Appendix S for the Council's Equality Impact Assessment, which provide details of how the Council has considered equality and diversity issues during the development of the projects.

How the projects will promote community relations
Collectively these projects represent important community assets that will act as anchor venues, with a range of public and community services being delivered. Each venue will be a focal point for residents, communities, third sector organisations and cultural events; these venues will strengthen social capital and community resilience and offer safe, inclusive and innovative opportunities for community engagement. These community assets will also provide a platform for our communities, third sector organisations and businesses to come together, further enhancing community relations and pride in place.

Specifically:

Leek's Market Halls - The town's Victorian market halls contribute to our vision for the town as a vibrant business hub, offering employment opportunities and creative and artistic space for community use.

Nicholson Institute - The lower ground floor will create a dynamic new offer for the town, providing an improved public library, museum, event/exhibition space, a venue for weddings, and student welfare facilities for Buxton and Leek College. The lower ground floor, which currently lies empty, will be converted into a flexible student welfare facility that incorporates a chaplaincy and employability advice space for use during the week. The ground floor library area will be redesigned to increase the range of services provided at the library to include events and learning opportunities. The basement area will be renovated to provide operational space for the library. The top floor museum will be redeveloped to provide a better home for the current collection of artefacts that largely relate to the town's past as a centre of silk making. The exhibition/event space will be updated to allow a broader range of community activity. Links with the lower-floor library will be improved to allow greater interaction and flow between the two settings

Replacement swimming facility at Leisure Centre - The planned improvement works will significantly enhance the offering available to residents and provide greater flexibility to help position the facility to become a more central hub, geared towards helping to improve the overall health and wellbeing of local residents and contribute to the wider regeneration of the town. The improvement works will enable the facility to be the site of delivery for a range of wellbeing services that better meet the needs of residents. Through these facility improvements there will be an opportunity to develop closer integration with health system partners and provide interventions and support that have the desired health benefits and engage a greater proportion of the local population, particularly those living with greater disadvantage and those with long term health conditions.

The intended benefits to be realised by the projects in relation to promoting community relations are as follows:

- More flexible space with capacity to host events
- Victorian heritage retained and protected
- Amount of new community centre space created
- Amount of new retail space created
- Amount of existing retail space improved
- Amount of new hospitality space created
- Improved library facilities
- Amount of new sports centre space created
- Amount of public realm improved
- No. of volunteering opportunities
- Increased no. of cultural events
- Increased town centre vibrancy
- Pride in place/ Improved resident satisfaction
- Optimised links between town centre community assets

How the projects will help reduce disparities amongst different groups

Please refer to Appendix S for details of the Council's Equality Impact Assessment which assesses the impact of the projects from the perspectives of age, disability, gender etc.

Leek has around 21,000 residents, of which only 58.63% are of working age (bottom 40% nationally). Within a total expected population growth of approximately 7% over the next 20 years, the 65+ population is expected to grow by 26%.

The Haregate area in immediate proximity to the Brough Park Leisure Centre represents a pocket of deprivation in Staffordshire Moorlands. Some LSOAs rank in the most deprived 10% and 20% nationally. Life expectancy is 8.0 years lower for men and 4.5 years lower for women in the most deprived areas of Staffordshire Moorlands than in the least deprived areas.

Alarming, child poverty in Leek has increased 3.5% over the past five years and in April 2021 alone, Leek's foodbank provided 720 meals. Children living in poverty have worse mental and physical health, do less well at school and have fewer life opportunities.

Levels of physically active adults are below the England average (62.1% vs.

66.3% in 2019) and the pandemic has pushed inactivity levels higher. Moreover, the nature of physical activity has changed post-pandemic.

The projects detailed within this bid will address these challenges and the causes of deprivation in numerous ways. The intended benefits to be realised by the projects in relation to reducing disparities amongst different groups include:

- Health inequalities being experienced by residents living within the more deprived wards will be reduced through universal and targeted engagement in leisure activities that is at the heart of the 'Towards an Active Staffordshire Moorlands' strategy, with the ultimate outcome of increased life expectancy (through a reduction in the gap between current life expectancy in more and less deprived communities).
- The overall benefits for the local population are enhanced facilities which significantly improve access across a range of user groups which the Council would like to protect and encourage greater engagement from, particularly disabled, minority groups and people with long term health conditions. The greater range of facilities such as soft play and learner/sensory pools will also appeal to young families.
- Increased numbers of residents taking part in physical activity is anticipated to have a positive impact on the physical and mental health of residents. The anticipated outputs of this increased activity are identified within the ToC (see Appendix I).
- The integrated perspective of cultural and physical activities in shared spaces as part of the holistic town centre offer will be conducive to Leek residents' wellbeing, including stronger community cohesion, more generally.
- Meaningful apprenticeship, internship and volunteering opportunities will be available via the strengthened leisure offer (targets included within the Council's contract with the appointed leisure operator) plus the enhanced cultural and educational provision at the Nicholson Institute and the Market Hall. These will be monitored on an ongoing basis, with the Council ensuring effective partnership working between itself (including the place-based approach to the physical activity strategy), the leisure operator and partners at the Nicholson Institute (e.g. Leek School of Art, Staffordshire Archives and Heritage). The intention is for these opportunities to act as gateways into employment, benefiting those who are currently unemployed or looking to upskill/change career. Residents from the more deprived communities will be prioritised in terms of access to apprenticeships, internships and volunteering opportunities.
- Increased business investment and business sentiment, particularly in the reconnected visitor economy/ tourism sector will result in greater levels of inclusive economic growth, which in turn results in a greater number of job opportunities (retail, hospitality etc.) for local residents.
- The improvement works at the leisure centre will enable the facility to be the site of delivery for a range of wellbeing services that better meet the needs of residents. Through these facility improvements there will be an opportunity to develop closer integration with health system partners and provide interventions and support that have the desired health benefits and engage a greater proportion of the local population, particularly those living with greater disadvantage and those with long term health conditions.
- Greater participation, particularly in swimming at the new leisure centre (e.g. working with the SM School Sports Partnership re Learn to Swim vouchers), but also more generally (e.g. Together Active charitable Trust work around tackling obesity) is part of the implementation of the new physical activity strategy that will have strong reach in Leek through the new leisure centre.

How the projects will strengthen integration across the local community
Community integration will be driven by increasing access, inclusivity and participation across a range of community assets; this will in turn drive pride in place and enhanced levels of community resilience. Specifically:

- In relation to the leisure centre, the Wellbeing and Place community team will help to drive participation from hard to reach groups and attracting external funding opportunities to support programmes such as community referrals and outreach work.
- Valuing and investing in key heritage/ cultural and leisure assets in Leek together with an enhanced presentation specifically of the industrial heritage at the museum located in the Nicholson Institute will instil a renewed sense of pride in Leek residents.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?

No

Provide further information supporting your answer

Leek Leisure Centre, The Nicholson Institute and Leek Market Hall

N—the support does not benefit any enterprises engaged in economic activity and accordingly it is not specific.

Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?

Yes

Provide further information supporting your answer

Leek Leisure Centre, The Nicholson Institute and Leek Market Hall

Y – all these measures have a theoretical risk of causing distortion or harm to competition, trade or investment within the UK on the basis that on a narrow interpretation almost any measure could have such an effect. However, the risk of harm or distortion to trade competition or investment (whether within the UK or internationally) is very low because these projects involve the improvement of existing community facilities for the benefit of the local community. Their effects on trade, competition or investment to the extent that any exist are likely to be minimal and very localized.

Will you be disbursing the funds as a potential subsidy to third parties?

No

Has an MP given formal priority support for this bid?

Yes

Full name of MP

Karen Bradley

MP's constituency

Staffordshire Moorlands

Upload pro forma 6

Levelling up Fund Leek Bid MP.pdf

Describe what engagement you have undertaken with local relevant stakeholders. How has this informed your bid and what support do you have from them?

Extensive consultation has been undertaken around the package of propositions put forward.

Since 2016, engagement sessions have regularly taken place with a network of relevant local leisure partners (e.g., community centres, schools, voluntary groups) to build relationships and engage with local residents:

See diagram 1, Appendix A3.

More recently the specific plans have also been consulted on with health, third sector and education partners (see Appendix D). This confirmed that the proposed approach aligns well with County Council (SCC) and NHS/ CCG priorities - around obesity (with the Haregate estate as particular target area), inactivity, smoking cessation, mental health, social prescription, ageing population and people with learning difficulties. There are considerable opportunities for closer ties with SCC Public Health, including exploring potential satellite services in the borough's leisure centres.

The current leisure contractor confirmed that the planned wetside and dryside refurbishment would meet excess demand (e.g. extension of gym space, more water time for swimming clubs, greater changing room capacity). Shortcomings of the current pool were specifically highlighted by key users.

The Squash League acknowledged issues arising from an ageing population of squash players and strong competition for squash from neighbouring centres.

Similarly, diverse stakeholders have been engaged since January 2021 regarding plans for the Market Hall (see Appendix E). A site visit was impossible, but 10 market trader responses were received (7 Trestle Market, 3 Buttermarket).

While current traders were positive about the current market overall, 60% identified their customers as 41 to 65 years old. Deficiencies in the café were highlighted and the need to attract all age groups. The consensus was that more needed to be done to attract customers.

Nine responses from local retailers suggested that to benefit the wider town centre the market requires an update. All respondents were in favour of hosting a wider range of speciality and event markets, opening the markets on additional days, and a large majority favoured hosting more community events: 'Something exciting needs to be done for the future of the market, inside and out'.

Elected officials (town councillor Zoom meeting, 7 survey responses from district councillors) were in favour of an expanded community events programme, including live music, the Trestle Market as wet weather venue for events, and a wider range of non-market purposes.

For the Nicholson Institute, an online survey was undertaken to discover how Nicholson Institute stakeholders engage with the Museum and Art Gallery, the museum's future focus interest in being involved in redeveloping the museum. The following stakeholders responded:

- Staffordshire Archives and Heritage (First five questions answered, partial)
- Staffordshire Archives and Heritage Service (Fully complete)
- Independent Local Historian
- Derbyshire Record Office
- Independent scholar, writer and curator
- Leek School of Art, Buxton and Leek College
- Peak District Artisans
- Leek and District Historical Society
- Support Staffordshire.

Types of interaction included curatorial support and advice on collections care and access; exhibition curation; and giving talks and lectures. Comments confirmed that an opportunity existed to create a more dynamic heritage offer to further strengthen awareness of Leek's history as a centre for textile, especially silk manufacturing: 'Leek and the other Moorland towns lack an active museum which would be extremely valuable to the tourist trade'.

The survey confirmed great interest in being involved in the future development of the Nicholson Institute, particularly with a view to fostering greater community involvement.

Interest in representing the industrial heritage of the town through its museum offer also featured in the consultations undertaken for the Leek Neighbourhood Plan that is currently being developed.

Has your proposal faced any opposition?

Engagement work with local communities around physical activity has shown that 'it is not the 'typical' barriers which prevent people from being active, but more locally driven issues which need to be understood and supported rather than assumptions being made'. The place-based approach already adopted as part of the 2017 leisure strategy will therefore continue to be at the heart of the new strategy that is currently being finalised and the Leisure Transformation Plan implementation. It provides continuity from the Social Value principles that are embedded in the Parkwood Leisure delivery contract for the Brough Park Leisure Centre (nearly £3 million of SV delivered in 2019/20; see Appendix F).

With regard to the markets, some traders and residents were reluctant to see changes that would detract from what they saw as a 'traditional' market offer. To counter a degree of polarisation between different positions, open and detailed conversations continue to be held in order to ensure that traders and established customers are able to help shape a development of the Market Hall that will support existing businesses and provide opportunities for new businesses.

Feedback regarding the Nicholson Institute has been consistently positive, suggesting that key stakeholders will actively engage with the building as a reconfigured community resource. However, further, more detailed consultation on the operation of the Institute is planned. In part this will be linked with the roll-out of the Creative People and Places project ('Outside'). The ACE funded project will deliver a programme of cultural community outreach, working through a cohort of Community Champions and existing grass roots initiatives. This will allow further refinement of specific plans to strengthen arts and culture participation, particularly in those key target groups who typically lose out from conventional arts and culture provision.

Do you have statutory responsibility for the delivery of all aspects of the bid?

No

Which parts of the project do you not have statutory responsibility for?

–Staffordshire Moorlands District Council (SMDC, the Council) does not hold statutory responsibility for all aspects of this bid.

However, SMDC do have responsibility for leisure and wellbeing services:

- The Council is responsible for the delivery of leisure and wellbeing services across the District.
- In relation to the proposed development of transport infrastructure (establishing connections between the Brough Park Leisure Centre and existing road, cycle and walking infrastructure), the creation of this infrastructure sits within land owned by the Council, with these connections being maintained by the Council.

Staffordshire Moorlands District Council is the legal owner of the Leek Market building and thus has statutory responsibility for delivery of services.

The Council does not legally own the Nicholson Institute. The Council has a letter of support for the proposed intervention at the Nicholson Institute from the owner, Staffordshire County Council. This letter of support is attached at Appendix A5

Who is the relevant responsible authority?

Staffordshire County Council

Support/consent of the relevant responsible authority

Do you have the support/consent of the relevant responsible authority?

Yes

Pro forma upload (if required)

Provide evidence of the local challenges / barriers to growth and context that the bid is seeking to respond to

The Council is seeking LUF investment to address challenges that combine to create a formidable obstacle to community cohesion and physical activity. They undermine the vibrancy of Leek town centre and act as a barrier to growth.

1. The limited cultural and leisure provision delivered from community assets, and resulting lack of vibrancy in the town centre, are cause for concern.

Community cohesion is suffering as a result. The Grant Thornton Community, Trust and Belonging Index (2021) ranks Staffordshire Moorlands 10th out of 30 West Midlands locations. Even though according to the index, cultural and community asset density is relatively high, particularly public library usage, museum and gallery attendance and participation in dance and the arts are low in comparison to all benchmark geographies (the West Midlands, Staffordshire and England as a whole).

The SCC Feeling The Difference survey suggests that satisfaction with and trust in the Council (District and County) and its services are low compared to Staffordshire as a whole (excluding Stoke on Trent).

The business environment is also suffering. At 10.5%, Staffordshire Moorlands has the lowest business start-up rate in Staffordshire, and falling way behind in the Grant Thornton Dynamism & Opportunity benchmarking index for England and the West Midlands too. The self-employment rate, however, while reduced from 19.6% in 2020 to 11.8% in 2021, remained above the Staffordshire (9.8%) and Great Britain (9.8% average) and 93% businesses established in 2014 were still trading by 2018, a strong business survival rate.

Leisure & Tourism (Accommodation, food, retail, arts and entertainment) accounts for 17% of the workforce and growth potential has been identified through strengthening the link to Peak Park, Alton Towers, Churnet Valley, Lodges and outdoor recreation.

The visitor economy generates over 6m visitor days (4.5m day visitors) with an economic impact of £261m across Staffordshire Moorlands as a whole (but static growth since 2014). With 83,970 more visitors in 2018 than 2013 (STEAM data) the economic impact for Leek was of £32.6m, again recording an increase of £4.25 (9% growth) from 2014 to 2018. The value of day visitors to the economy is twice that of staying visitors per day.

2. A further key need is to foster physical activity, address health and wellbeing inequalities and promote community cohesion (see Appendix G for an evidence digest).

The Haregate area in immediate proximity to the Brough Park Leisure Centre represents a pocket of deprivation in Staffordshire Moorlands. Some LSOAs rank in the most deprived 10% and 20% nationally (e.g. LSOA E01029809, LSOA E01029810, LSOA E01029808).

Life expectancy is 8.0 years lower for men and 4.5 years lower for women in the most deprived areas of Staffordshire Moorlands than in the least deprived areas.

Alarming, child poverty in Leek has increased 3.5% over the past five years and in April 2021 alone, Leek's foodbank provided 720 meals. Children living in poverty have worse mental and physical health, do less well at school and have fewer life opportunities.

Levels of physically active adults are below the England average (62.1% vs. 66.3%, PHE Health Profile 2019) and the pandemic has pushed inactivity levels higher. Moreover, the nature of physical activity has changed post-pandemic.

See diagram 2, Appendix A3.

There is a need to particularly focus attention on:

- People with a limiting illness or disability (upward trend from 48.7% inactive in Nov 18/19 to 61.2% in May 20/21)
- People aged over 55 (upward trend from 23.8% inactive in Nov 18/19 to 32.3% in May 20/21)

- People in lower socio-economic groups (increased considerably from 14% inactive in Nov 18/19 to 26.5% in May 20/21)
- Where these factors come together inactivity is higher still

Only 58.63% of Staffordshire Moorlands residents are of working age (bottom 40% nationally). Within a total expected population growth of approximately 7% over the next 20 years, the 65+ population is expected to grow by 26%.

See diagram 3, Appendix A3.

The effects of the pandemic appear to be particularly stark for children and young people (CYP), with 7 in 10 not doing enough physical activity – at school and outside - to benefit their health in 2019-20. Girls experience lower levels of activity than boys and CYP from low and middle affluence families experience lower levels of activity compared to CYP in high affluence families.

See diagrams 4 and 5, Appendix C.

Parkwood Leisure are engaging more people in physical activity year on year.

See diagram 6, Appendix C.

In 2019-20 Staffordshire Moorlands fell into the lowest 40% of all English districts for sport and recreational facilities. Compared to the West Midlands Group, Staffordshire Moorlands rank has decreased from 6th highest to 5th lowest spend (out of a group of 19).

In 2020 Brough Park Leisure Centre had an estimated 98% use of sports hall capacity at peak times, the highest in the Leek area, and the highest demand for swimming (at 210 sq metres of water) with a considerably higher estimated used capacity (72%) than the District Average.

Analysis of the location of formal parks shows that four of the five formal SM parks are situated in Leek, providing an opportunity to link leisure provision to existing green infrastructure, and – by extension – to other community assets.

Explain why Government investment is needed (what is the market failure)

MF1 – Leek lacks attractive cultural and community/ leisure destinations resulting in a highly dependent tourism economy. With only one small venue, there is a lack of a night-time economy, heritage assets are underused and the opportunity to integrate Brough Park Leisure Centre with green infrastructure and open space in the adjacent Brough Park to create an attractive destination for residents and visitors also remains untapped. As a result, dwell and spend in the town centre are limited and there are few high-quality employment opportunities. Particularly younger demographics are not attracted to Leek, which undermines its long-term outlook as an attractive place to live.

Funding pressures prevent the Council from capitalising on the opportunities presented: The Council's spend on Tourism has decreased from £145k to £83k in 2019/20 but remains in the top 40% of councils nationally. Leek has been unable to tap into the spend associated with Alton Towers as a significant tourism asset to the district.

MF2 – Leek's heritage assets are tired and underdeveloped, undermining pride in place and resulting in cultural and community activities and associated services having no central anchor point in the town centre.

The historic market hall, located in a conservation area, does not fulfil its potential. There is a mismatch between the perception of Leek as a 'market town' and the actual down at heel impression. Rental income does not meet the cost of operating the Market, which instead requires a subsidy (£17,413 in 2022/23). The cost of operating the Market Hall is too high to use the space for free or subsidised community events, meaning it is currently under-utilised as both a commercial and community asset.

The current offer at the historically significant Grade II* Listed Nicholson

Institute does not make good use of the space and forgoes opportunities to bundle what is potentially an attractive blended offer made up of heritage, artistic, educational and community activities and services. A reconfiguration of the building is needed to enable an attractive heritage and community services offer and a survey inspection of the basement (the location of the Leek Art School space) concluded that dampness had caused considerable damage to the building. Its social capital potential is not realised and community services such as the museum, the library and the Buxton and Leek College offer cannot deliver the catalytic effect on town centre vibrancy they could potentially have.

As a result of these assets underperforming, footfall is lower, the heritage assets do not contribute to the vitality of the town centre and do not deliver the pride of place and associated social and economic impact for Leek residents. Particularly young people are not attracted by the current Leek town centre offer. Market forces have failed to rectify these issues, therefore intervention is required to fulfil the aspirations for the Market Hall and Nicholson Institute.

MF3 – The ageing leisure centre is unsustainable to operate and maintain and does not deliver value for money. The current Brough Park Leisure Centre is in a poor condition. Revenue costs are too high by an estimated £140,000 per annum and maintenance costs per m2 in 2016/17 were £30 for the Brough Park Leisure Centre compared to an industry benchmark of £15-£25. A condition survey identified significant essential works for the ageing facility that would, however, be unlikely to have any impact on revenue performance, instead merely reducing 'drop off' due to continued deterioration in the quality of the asset. Energy conservation measures are estimated to deliver substantial gains in terms of p/a electricity and gas saving (26% and 4% respectively) and reduced CO2 emissions (35 tonnes).

In Sport England demand modelling the ageing of the centre (through a lower weighting/attraction in Sport England modelling) is expected to affect future estimated demand. Without redevelopment, the offer at the ageing leisure centre will be increasingly poorly aligned with need and demand. As a result, the potential for a health and wellbeing hub with a focus on prevention remains unexploited. As a result, physical inactivity is prevalent in around one third of the population with particularly high instances in certain wards. This leads to a high instance of a number of health conditions (e.g. mental health, heart conditions, diabetes) and a strong reliance on GP visits and relatively high number of hospital admissions.

MF4 – Low house prices create a viability gap and block the development of adequate housing. The combination of the above barriers creates a catch 22 situation for Leek: the scope to attract and/ or retain a mixed population is highly limited, which in turn means that investor interest in developing housing is curtailed. The lack of churn and few young people being attracted to Leek, act as an obstacle to town centre vibrancy, innovation and economic renewal, and ultimately economic growth. The 2019 South Moorlands District Council (SMDC) Acquisition Investment Strategy identifies the fact that developers are not willing to speculatively invest in SMDC as a key market failure. Without unlocking investment opportunities in key town centre assets and developing the community and visitor offer, this will continue to be a challenge for Leek.

Explain what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers

What we are proposing to invest in

- Market refurbishment, additional trestles (stalls) and food & beverage units.
- Nicholson Institute refurbishment to re-establish the institute as a key heritage venue and site of interest within the town.
- Leisure Centre refurbishment to offer a new pool and some upgrades/ redesign to internal facilities.

For full details regarding the specifications for the buildings and facilities (leisure centre and Nicholson Institute) please refer to Appendix H.

Options considered - Why the combination of improved leisure facilities and investment in improvements to existing heritage assets?

Through the ToC process, we tested a range of options to assess how well different 'interventions' might help address the market failures and achieve the intended benefits by delivering associated outputs and outcomes – see Appendix L.

Options considered:

- 'Do nothing' and leave the attractiveness of Leek town centre to market forces;
- Invest directly in housing and/ or transport infrastructure;
- Invest in new tourism assets;
- Begin a process of reinstating the body of redundant mills to strengthen Leek's attractiveness to residents and visitors
- Selected option: Focus attention on existing heritage and leisure assets.

We concluded that the last option is best suited for the Council and its partners to make effective use of a comparatively small amount of investment to seed town centre vibrancy and growth and catalyse further market developments and ultimately address quite fundamental market failures.

By unleashing the untapped opportunity that currently exists in the three assets in question (Brough Park Leisure Centre, the Market Hall and the Nicholson Institute) and binding them together to create the backbone for an attractive town centre, the investment propositions will generate the momentum to lever in private investment for housing and infrastructure development in Leek.

Link to market failures

MF1 – Lack of attractive destinations and resulting highly dependent tourism economy.

Bringing these three pivotal cultural, tourism and community/ leisure spaces up to date with a strong offer and good physical condition will secure agency in the tourism and leisure economy for Leek and will help address its current dependence on assets outside of its control.

MF2 – Lack of a central anchor point for cultural and community activities.

The distributed community and heritage infrastructure that is being created through upgrading the offer and links between Leek's heritage/ cultural and leisure assets will bundle community energy and engagement, generating vibrancy in the town centre and fostering community cohesion.

MF3 – Ageing leisure centre not delivering value for money.

Refurbishing Brough Park Leisure Centre will improve its energy efficiency and overall operational effectiveness, reducing the public subsidy required and considerably enhancing the value for money that can be delivered in terms of the social impact that can be achieved. The redesign and its integration with the surrounding green infrastructure and network of diverse outdoor spaces will strengthen physical activity levels, particularly in key target groups, and will provide strong income generation potential as a visitor destination.

MF4 – Lack of adequate housing.

Instilling new vibrancy in the town centre through creating an attractive small business (Market Hall) and cultural/ heritage (Nicholson Institute) offer and tying this in with Brough Park Leisure Centre and network of green infrastructure and outdoor spaces, will considerably increase the attractiveness of Leek, particularly to younger, more transitory demographics. This in turn will begin to shift the dial on the Leek investor proposition and will help reduce the viability gap in the development of new housing.

More specifically...

Using the Markets as incubator space for local entrepreneurs with appropriate facilities, will be a key tool in attracting a new demographic to the centre. Hosting speciality markets, events and activities will equip it to strengthen the Leek offer and develop the market's regional reputation as part of a wider

tourism strategy to encourage visitors into the town centre. Currently, the markets mostly attract older generations. By comparison the monthly 'Totally Locally' Market attracts a variety of audiences including younger people, through a mix of artisan and food stalls, and secures 80 traders (pre-Covid).

The Council's analysis (2019 Acquisition Investment Strategy) has identified a clear sequence from providing the types of commercial space allowing companies to start-up and grow to flow-on effects in the local economy in terms of supply chains and expenditure and re-spend within the District and strengthened economic growth in Staffordshire Moorlands.

Restoring the Grade II* listed Nicholson Institute, blending a heritage and museum offer with essential community services, will help further integrate economic and social benefits. Hosting a strong mix of activities will create a shared space for diverse demographics:

- students using Buxton and Leek College student services such as welfare and chaplaincy,
- the wider community using the new fit for purpose library with enhanced services, for example children's literacy programme,
- an events programme to attract residents and visitors with a focus on income generation (e.g. hospitality, wedding registrar),
- students and the Leek public using the 'makers studio' (which can be hired),

Interfacing with a £1 million 3-year Arts Council Creative Places investment in cultural community outreach and co-creation activities with the Nicholson institute as a central anchor point, the end result will be strengthened footfall and town centre vibrancy as well as community cohesion. The same Council analysis (2019 Acquisition Investment Strategy) confirms that investment in cultural and community infrastructure and their potential to retain and integrate local residents and businesses will deliver social benefits by strengthening community cohesion and 'sense of place'.

Investing in Brough Park Leisure Centre, finally, will create a hub for wider physical activity goals with the potential to make Leek a dynamic place with strong community connections. The place-based approach as embedded in the Active Staffordshire Strategy will deliver joint service planning and pooling of resources, positioning physical activity as part of a wider health and wellbeing approach, building on assets already available in communities and growing the capacity of people within communities to deliver lasting benefits. The integrated approach tying leisure provision in with community and cultural infrastructure assets delivers on this premise. It combines several levers to shift the dial in terms of community cohesion and active lives more generally.

Upload Option Assessment report (optional)

How will you deliver the outputs and confirm how results are likely to flow from the interventions?

The integrated ToC for the Leek package bid is held in Appendix I.

The proposed investments are designed to address market failures via a series of targeted and complementary interventions and outputs:

- Output - Redevelopment of Market Hall
 - o How:
 - Council to oversee redevelopment of market halls to specification informed by consultation with traders and residents to result in:
 - Victorian Market converted into vibrant business hub in 'shopping arcade style'
 - new units incl. lock up food and beverage units, new shop units and smaller lock-up units I the Trestle Market Hall
 - replacement for outdated trestle tables
 - external ventilation and remedial works to existing units
 - enhancements to customer safety, comfort and security, e.g. installation of WiFi, CCTV, insulation and heating
 - o Visually impactful results:

- Opening of redeveloped Market Halls
- More flexible space with capacity to host events
- Victorian heritage retained and protected
- Amount of new community centre space created
- Amount of new retail space created
- Amount of existing retail space improved
- Amount of new hospitality space created
- No. of new Wi-Fi hotspots installed
- No. of additional commercial units with broadband access of at least 30Mbps
- Amount of public realm improved
- No. of jobs created / sustained
- No. of volunteering opportunities
- Increased no. of cultural events
- Increased town centre vibrancy

- Output - Delivery of redeveloped and reconfigured Nicholson Institute

- o How:

- o Council to oversee redevelopment/ reconfiguration to specification informed by consultation with residents and public sector partners

- o Visually impactful results:

- o Grade II* listed building within Leek Town Centre Conservation Area improved and protected

- o Spaces converted into dynamic new offer for the town (public library, museum, event/ exhibition space, College services space)

- o Improved library facilities

- o Amount of floorspace repurposed

- o No. of new Wi-Fi hotspots installed

- o Amount of public realm improved

- o No. of jobs created / sustained

- o No. of volunteering opportunities

- Output - Refurbishment/ redesign of Leek leisure centre including, net zero technology and dedicated car park with EV charging

- o How:

- o Council to oversee refurbishment/ redesign of leisure centre to specification informed by consultation with residents and public and third sector partners

- o Visually impactful results:

- o Upgraded modern leisure and wellbeing facilities

- o New pool facilities

- o New learner pool with moveable floor

- o Refurbished changing room provision

- o Dry side improvements incl. front area of the building remodelled/ converted from suite of underused office spaces into modern and welcoming health and fitness suite

- o Amount of floor space repurposed

- o Amount of new sports centre space created

- o Amount of existing hospitality space improved

- o Amount of existing office space improved

- o No. of new Wi-Fi hotspots installed

- o Amount of public realm improved

- o No. of EV bays

- o No. of new trees planted

- o Number of jobs created / sustained (construction)

Summary - The ToC (Appendix I, columns M and N) identify numerous longer-term impacts, including:

- Increased commercial activity, leading to increased level of regeneration and inclusive growth
- Increased employment opportunities and attraction of outside investment - increased business confidence and sentiment
- Pride in place/ Improved resident satisfaction
- Optimised links between town centre community assets
- Flow-on effects in the local economy in terms of supply chains and expenditure and re-spend within the District and strengthened economic growth in Staffordshire Moorlands
- Enhanced integration of place-based working across health and wellbeing system
- Improved health outcomes for Leek residents
- Increased investor interest in developing housing in Leek

- Increased tourism investment/ new businesses created in Leek
- Increased NNDR levels in Leek
- Wider regeneration of heritage assets in Leek
- Increased churn and population growth/ Higher proportion of young people in Leek
- Reduced incidence of key health conditions (e.g. mental health, heart conditions, diabetes)/ Lower per head health spending
- More and more diverse housing available
- Increased infrastructure investment

Theory of change upload
(optional)

App I - Theory of Change_Leek.xlsx

Explain how the component projects in your package bid are aligned with each other and represent a coherent set of interventions

The interventions included in this bid all speak to one or more of the market failures as identified in section 4.3.2. Each makes a contribution to providing an uplift to the attractiveness and vibrancy of Leek town centre that would not be achievable by each of the interventions individually. The links between them are as follows:

- Geographical proximity: All three locations are within a half mile radius from each other and between them extend the town centre northwards to help tie Brough Park Leisure Centre and surrounding Brough Park more closely into community and visitor activities. Existing commitments to enhance the green infrastructure in Leek provide some of the connectivity required.
- Complementary offers attracting diverse audiences: In line with the current SMDC strategic framework, a diverse programme of events, community services, a tourism/ visitor-facing offer and the uplift to the three physical spaces that form part of this bid, are designed to reach diverse audiences, thereby considerably increasing the attractiveness of Leek as a place to live and visit.
- Pride of place: The Market Hall and the Nicholson Institute are key heritage assets that –if redeveloped - have the potential to instil a new pride of place in a community with greater opportunities to come together in shared spaces. This is complemented by the creation of a state-of-the art leisure centre that will be attractive to a wider group of users. Instilling pride of place in local communities in this way will further reinforce the combined effect of physical activity, community cohesion and wellbeing that can be delivered through this package bid.
- Strengthening social impact value for money: All three interventions share a focus on leveraging community assets to deliver optimum value for money for Leek residents. The combined cultural, tourism and community/ leisure focus plays out in slightly different combinations in each, but between them the whole is greater than the sum of its parts, strengthening physical activity, community cohesion and overall wellbeing.
- Income generation and economic development: Each proposition has at its heart the potential to increase revenue generation through increased footfall and create new business opportunities around cultural, visitor economy and leisure offers. The priorities chosen are in line with wider strategic aspirations for economic growth in Leek, which further strengthens the complementarity between the individual propositions.

Set out how other public and private funding will be leveraged as part of the intervention

Leveraging public funding

All three projects in Leek offer multi-agency space and multi-purpose community space.

In the Market this is offered through the use of the Market Hall for events. In the Nicholson Institute this is offered through the improved public library,

museum, and event/exhibition space. In Brough Park Leisure Centre this is offered through facility spaces for use by others.

Commercial arrangements relating to these spaces involve affordable rents, licence or hire fee being charged to public partners, and low-cost access to community space and events; we will ensure these are affordable, resulting in high levels of occupancy/use.

In addition, relating to Brough Park Leisure Centre the facilities will be accessed by schools and other public partners at competitive rates, resulting in public sector spend at the facility.

The commitment to multi-agency demonstrates our commitment to system wide working to meet the needs of our communities. We anticipate the impact of our approach will significantly improve outcomes for our communities; through the M&E approach outlined in section 6.4.1, we intend to develop an evidence base that will facilitate public sector investment to further strengthen our offer.

Given the Council's desire to be carbon neutral by 2030, the works specification for the three projects includes cutting edge technology and building design to reduce our emissions and substantially improve energy efficiency. This provides the basis for further investment; our aspiration is to reduce the Council's assets to carbon footprint to zero, which will require further investment. We are currently exploring other forms of public funding (outside of the LUF bid) to install solar panels and other forms of clean energy generation/energy efficiency measures, which would be implemented at a later date.

Leveraging private funding

In respect of Brough Park Leisure Centre we are committed to significantly increasing the number of private and corporate memberships held by local residents and businesses. This represents an important income stream for the Centre. Leveraging this private investment in Brough Park Leisure Centre is a central aspect of our commercial model.

Our intention is to invest in all three regeneration projects in Leek Town Centre to help in establishing the physical, economic, social and environmental conditions required to address economic decline. The projects will play an important role in supporting the regeneration of the town centre, through increased visits that will drive footfall in and around the town centre.

The locations of the project investment areas are well connected to existing walking, cycling and bus infrastructure, catalysing footfall and dwell time in and around the town centre. This in turn will increase dwell time and support the development of the town's night-time economy and retail led regeneration. As footfall and the resultant commercial spend increases across the town centre, we anticipate a decrease in commercial vacancies and an increase in land values, business confidence and sentiment, leading to increased levels of private sector investment in the town.

Confidence, sentiment and investment will be further enabled by our focus on skills and a healthy, happy workforce via the three project interventions. Our commitment to creating new jobs, apprenticeships and internships via the projects will result in a higher skill, higher wage workforce, which in turn will drive the regeneration of the town centre and provide prospective investors with the confidence to invest in our town.

Explain how your bid aligns to and supports relevant local strategies and local objectives for investment, improving infrastructure and levelling up

1. The 2018 Staffordshire Moorlands Growth Strategy (see Appendix J) identifies the need to support planned growth in housing, jobs, entrepreneurial activities and the visitor economy through the provision of appropriate infrastructure for health, education and transport in order to deliver our vision for the area.

2. The 2020 LEP Local Industrial Strategy for Stoke-on-Trent and Staffordshire echoes several of the areas identified in the investment propositions put forward here, namely the fact that the strong and growing visitor economy has capacity to grow and to respond to emerging trends such as micro-breaks and UK green tourism, or the challenges faced by town centres in the area, to which they will have to adapt fast if they are to attract investment whilst keeping pace with changing demand and consumer behaviour. Priority interventions set out include protecting and enhance our natural and built environment assets, building on and expanding existing visitor economy strengths to increase spend and creating more flexible small business space in key centres and in rural areas.

3. Similarly, the Staffordshire Rural Strategy identifies the regeneration of the five Rural Hub Towns (including Leek) to unlock investment opportunities, develop their visitor offers, and improve their resilience via high-quality place management as a strategic priority and acknowledges that 'further action and investment is needed to fully realise the potential'. Exploring opportunities to support and enable investments in public realm, cultural assets, and small-business space forms part of this. It sits alongside priorities relating to stimulating enterprise and innovation and recovering and growing the visitor economy.

4. The Council's Corporate Plan (2019-2023) identifies a number of priority actions that are directly linked to:

- the leisure work streams, namely integrating communities and sports clubs into the delivery of strategic objectives, improving indoor leisure facilities (with a focus on the health and wellbeing of residents) and outdoor leisure facilities (around the "sports village" concept; and
- the town centre regeneration workstream with key objectives including to 'encourage business start-ups and enterprises' and 'encourage and develop tourism' and 'flourishing town centres that support the local economy.

5. The investment in Brough Park Leisure Centre is linked to the Leisure Transformation Plan and builds on the 2017 physical activity and sport strategy 'Towards an Active Staffordshire Moorlands' (see Appendix K) which had supporting people to become more physically active as its core aim. The strategy drew on a place-based approach with strategic partners including in Leek North. Building the capacity of local clubs, community organisations, social enterprises and community interest companies to support the delivery of the strategy was a key aim and reducing the net cost of Leisure Centre operations through a transformative review of leisure provision was an explicit aim of the strategy. The new leisure strategy being developed will continue this focus on 'Improving activity levels and wider health outcomes'; 'Place based working' and a 'whole systems approach'.

6. A Green Infrastructure Strategy (see Appendix L) sits alongside the Local Plan for SM as a framework for its delivery. Green Infrastructure (GI) has a role to play in supporting and improving the provision of open space, sport and recreational facilities for local communities and enhance the settings of neighbourhoods.

7. A £1 million 3-year Arts Council England Creative Places project, Outside, will deliver a programme of cultural community outreach. Working through a cohort of Community Champions, twinned with professional Co-Curators and supported by a diverse Advisory Group, this programme will work with existing grass roots initiatives to strengthen arts and culture participation, particularly in those key target groups who typically lose out from conventional arts and culture provision.

Explain how the bid aligns to and supports the UK Government policy objectives

The package of propositions put forward in our bid is entirely aligned with the Government's Levelling Up ambitions. They focus on the 'infrastructure that improves everyday life... including town centre and high street regeneration... cultural and heritage assets.' Nurturing pride in place is a key plank of our package bid, responding to specific opportunities identified from direct

interactions with our residents.

By increasing the attractiveness of Leek as a visitor destination and enhancing provision for small business creation and growth, they also make a tangible contribution to boosting productivity, pay, jobs and living standards. Creating and safeguarding jobs – directly and indirectly - is an essential aspect of our proposals. Attracting and retaining young people is a key objective, and will provide a fresh stimulus to economic activity in Leek.

The Nicholson Institute in particular has a strong connection to the education and skills agenda, namely by considerably enhancing library services and their interaction with historical, education and cultural assets, not least through the close connection to Leek College. Furthermore, apprenticeships and volunteering opportunities are essential elements of our bid.

Health and wellbeing feature very strongly in our LUF propositions, since the refurbished leisure centre will provide a key asset and central base for the provision of wellbeing activities, and the integration of physical activity objectives and provision with wider community cohesion and town centre vibrancy goals. Adopting a holistic view of physical activity across schools, leisure facilities, sports clubs, the home environment and interactions in public spaces delivers on government objectives.

Beyond this, the refurbishment of Brough Park Leisure Centre considerably enhances the sustainability credentials of delivering health and wellbeing services by drastically improving the energy efficiency of the leisure estate through the incorporation of renewable energy infrastructure (e.g. air source heat pumps and photovoltaic panels), thus contributing to the UK Government net zero emissions objective.

Moreover, delivering integration with green infrastructure and open spaces and parks in Leek, as well as incorporating the planting of new trees in the associated public realm works will strengthen residents' connection with nature and ultimately generate benefits in terms of environmental quality.

A comprehensive landscape strategy for Brough Park Leisure Centre redesign, including the use of Sustainable Drainage System (SUDS) features will combine amenity and ecological value. Drastically reduced water use (e.g. low water fittings, leak detection, grey water recovery) will further augment the benefits to be delivered against government agendas.

Similarly, an emphasis on locally sourced materials and whole life cycle assessment of all materials to be sourced will not only deliver sustainability gains, it will also generate further gains for the local economy.

The encouragement of active travel through improving the cycling and pedestrian links between Brough Park Leisure Centre, Brough Park and the town centre and provision of cycle parking, and the integration of all assets to be developed with LUF investment into the network of Leek bus routes will further contribute to net zero benefits to be created. EV charging points will also be delivered.

Digital connectivity for Leek residents will be increased considerably, since the creation of public Wi-Fi hotspots forms part of the specifications for all three assets to be invested in.

Alignment and support for existing investments

Where applicable explain how the bid complements or aligns to and supports existing and/or planned investments in the same locality

1. Since the new leisure strategy in 2017 the leisure and recreation team has delivered/ supported (project management assistance), over £1.1 million of capital improvements to parks and recreation facilities across the Moorlands (particular focus on Brough Park @ £274,500 capital funding, e.g. new skate park with floodlight, expansion of the junior and toddler play offering, relocation of Multi-Use Games Area, two tennis courts, footpaths, lake management plan) Located at the same site, Brough Park provides a complementary set of facilities to the refurbished leisure centre, but the offer will be closely integrated with provision at all of those sites.

2. Sports clubs and groups are vital in retaining and growing participation levels across our communities and important partners in securing health and wellbeing benefits. To help build local capacity, Staffordshire Moorlands Sports Council alongside the Sports Councils in Leek and Cheadle, has managed and allocated awards totalling approximately £38,000 over the last 3 years to support 235 different applicants from across the District. A March 2022 Council Cabinet approved phase one investment of £250,000 for a new Birchall Sports Village, is currently being implemented (improvements to the running track, a perimeter trail and outdoor fitness equipment), while phase two includes playing pitch and ancillary facilities improvements.

3. The investment propositions complement other on-going regeneration in Leek town centre, for example the refurbishment and re-use of 1-3 Market Place and 2-4 Stockwell Street for a mix of residential, retail, and food and drink purposes within the context of the Town Centre Masterplan. In response to findings in the 2011 Staffordshire Moorlands Tourism Strategy, which suggested that as the primary town in Staffordshire Moorlands, Leek is underperforming as a visitor destination, investment was also made in the Foxlowe arts centre. With a focus on music performances and film, this was a first step in delivering on enhancing the visitor offer.

4. The Moorlands Partnership invests £60,000 each year in heritage schemes for example:

- £8,000 grant towards the cost of replacement sliding sash windows at 19 Hugo Street, Leek
- grant of £6,735 towards the cost of render, window and rainwater goods repairs on the east elevation of the Foxlowe Centre.
- grant of £8,000 towards the repair of the clay tile roof at the Den Engel restaurant, Leek

5. In 2020-21 in response to the Covid recovery of town centres, £174,000 of Welcome Back funding was invested in town centres including Leek. In Leek this was devolved in part to the town council for the delivery of arts and cultural events and public realm improvements. A successful enhanced programme of town centre and arts events were delivered by the town council and public realm improvements included cleaning of war memorials and new distinctive 'cockereel' benches for the town. Welcome Back also contributed to an additional marketing campaign 'Undiscovered Peak District' featuring Staffordshire Moorlands towns.

6. Business support funding from the Additional Restrictions Grant (ARG) plus County Council funding delivered a successful Staffordshire Means Business programme collaboratively with the other seven Staffordshire districts. These were continued using Community Renewal Fund. Staffordshire Means Business funded a number of business support schemes including a growth grant scheme, business start-up support, apprenticeship enhancement and a nil cost training grant for employers. ARG funding also contributed to promoting Staffordshire Moorlands visitor economy businesses including in Leek by funding gift and food guides. It is likely that a similar collaborative approach will be taken towards UKSPF in the business support area (to be confirmed).

7. Churnet Valley Railway were successful in a £1.4m European Agricultural Fund for Rural Development (EAFRD) bid to construct a stretch of heritage railway from near the Cornhill site which aims to complete in 2023. The project will extend the existing Churnet Valley heritage railway by 1.5km north and deliver appropriate infrastructure (platform, signalling, car/cycle parking) to enable visitors to embark/de-train in Leek town centre, the principle town in Staffordshire Moorlands. This aims to increase the number of visitors using the heritage railway (Mott MacDonald study estimated by an immediate 30,000 additional visitor numbers per annum, plus annual growth of 7-10% thereafter).

8. The development of Cornhill as a strategic regeneration area (housing, start-up industrial units, a new heritage centre in the old station building and development of the canal basin wharf as a visitor economy attraction) was adopted in the Churnet Valley Masterplan (2014) and 2020 Local Plan. Outline consent for housing has been approved. A May 2022 approved S106 agreement transfers land for the Canal Wharf and new railway Station to the Council plus a financial contribution towards the construction of the Wharf.

This investment requires an initial catalyst investment to strengthen the attractiveness of Leek town centre to create a housing market uplift and generate developers interest as a result.

9. A key long-term aim for Leek is the re-use of six empty or underutilised mill buildings. Initial studies identified landowner appetite to see them re-used, but lack of demand/ viability of development have restricted this so far. Land values are not conducive to viability from which to invest. For the Shared Prosperity Fund, while not providing the required gap funding, we will consider preparatory works (e.g. supporting owners to develop plans, commissioning of design and technical teams to review movement in and around the site, consideration of highway and access solutions, potential for installation of high speed internet connections).

Confirm which Levelling Up White Paper Missions your project contributes to

Select Levelling Up White Paper Missions (p.120-21)

Living Standards
 Transport Infrastructure
 Digital Connectivity
 Education
 Health
 Wellbeing
 Pride in Place

Write a short sentence to demonstrate how your bid contributes to the Mission(s)

Living standards

- All staff employed by the Council's appointed leisure operator will be paid at least the living wage.
- The creation of FTEs through the expansion of services delivered via the refurbished leisure centre, the redevelopment of the Market Hall and the reconfiguration/ refurbishment of the Nicholson Institute.
- The safeguarding of FTEs through the retention of jobs at all three investment assets.
- Meaningful apprenticeship, internship and volunteering opportunities will be available via the strengthened leisure offer (targets included within the Council's contract with the appointed leisure operator) plus the enhanced cultural and educational provision at the Nicholson Institute and the Market Hall. These will be monitored on an ongoing basis, with the Council ensuring effective partnership working between itself (including the place-based approach to the physical activity strategy), the leisure operator and partners at the Nicholson Institute (e.g. Leek School of Art, Staffordshire Archives and Heritage). The intention is for these opportunities to act as gateways into employment, benefiting those who are currently unemployed or looking to upskill/change career. Residents from the more deprived communities will be prioritised in terms of access to apprenticeships, internships and volunteering opportunities.
- Increased business investment and business sentiment, particularly in the reconnected visitor economy/ tourism sector will result in greater levels of inclusive economic growth, which in turn results in a greater number of job opportunities (retail, hospitality etc.) for local residents.

Transport infrastructure

- All three assets (the refurbished leisure centre, the Market Hall and Nicholson Institute) will be connected to existing (and future) walking and cycling infrastructure, by ensuring that linkages between the Brough Park site, existing town centre infrastructure and the wider cycling network (e.g. 'green corridor' providing walking and cycling connection between Brough Park Leisure Centre and the town centre/ Market Halls and Nicholson Institute, National Cycle Network Route 559) are established and maintained.
- Benefits will accrue from a modal shift in walking and cycling (health benefits, reduced traffic, increased air quality etc.).
- Reduced car usage will result from increased opportunities to 'stay local' for leisure provision (fewer out of town trips using private transport).
- To promote accessibility, the redeveloped leisure centre will have a dedicated car park with EV charging points, and will be linked into existing bus routes (incl. real-time active travel information).

Digital connectivity

- The redeveloped leisure centre will offer free 4G internet, accessible within the centre and via the public realm immediately outside. All three assets to be invested in will also include new Wi-fi hotspots for public use.

Education

- The redevelopment of Brough Park Leisure Centre is driven to a large extent by the needs analysis of physical activity and sports provision in Leek, incl. the specific requirements of local schools. Greater participation, particularly in swimming at the new leisure centre (e.g. working with the SM School Sports Partnership re Learn to Swim vouchers), but also more generally (e.g. Together Active charitable Trust work around tackling obesity) is part of the implementation of the new physical activity strategy that will have strong reach in Leek through the new leisure centre.
- Closer collaboration with Buxton and Leek College at the Nicholson Institute and an enhanced museum and library offer will strengthen engagement with the town's heritage in particular, but also more generally provide an educational resource to Leek residents.

Health & wellbeing

- Increased numbers of residents taking part in physical activity is anticipated to have a positive impact on the physical and mental health of residents. The anticipated outputs of this increased activity are identified within the ToC (see Appendix I).
- Health inequalities being experienced by residents living within the more deprived wards will be reduced through universal and targeted engagement in leisure activities that is at the heart of the 'Towards an Active Staffordshire Moorlands' strategy, with the ultimate outcome of increased life expectancy (through a reduction in the gap between current life expectancy in more and less deprived communities).
- The integrated perspective of cultural and physical activities in shared spaces as part of the holistic town centre offer will be conducive to Leek residents' wellbeing, including stronger community cohesion, more generally.

Pride in place

- Valuing and investing in key heritage/ cultural and leisure assets in Leek together with an enhanced presentation specifically of the industrial heritage at the museum located in the Nicholson Institute will instil a renewed sense of pride in Leek residents.
- Greater resident satisfaction with the town they live in, as demonstrated by a benchmark survey in year 1 of the LUF project, and at the end of year 5, will result from capital investment in the town centre and an improved sense of opportunity, community resilience, health and wellbeing.
- An increased number of community and cultural events via the Market Hall and Nicholson Institute and the community space at Brough Park Leisure Centre will help increase community resilience and strengthen informal community groups

Provide up to date evidence to demonstrate the scale and significance of local problems and issues

Data on limited cultural and leisure provision

- Grant Thornton Community, Trust and Belonging Index (2021) ranks Staffordshire Moorlands 10th out of 30 West Midlands locations. Particularly public library usage, museum and gallery attendance and participation in dance and the arts are low in comparison to all benchmark geographies (the West Midlands, Staffordshire and England as a whole), even though cultural and community asset density is relatively high.
- The 2018 Growth Strategy for Staffordshire Moorlands identifies that the visitor economy generates over 6m visitor days (4.5m day visitors) with an economic impact of £261m across Staffordshire Moorlands as a whole (but static growth since 2014). With 83,970 more visitors in 2018 than 2013 (STEAM data) the economic impact for Leek was of £32.6m, again recording an increase of £4.25 (9% growth) from 2014 to 2018. The value of day visitors to the economy is twice that of staying visitors per day according to the Staffordshire Moorlands District Council (2018), DRAFT Growth Strategy for Staffordshire Moorlands.

Data on physical activity, health and wellbeing inequalities

- IMD 2019 data shows that the Haregate area in immediate proximity to the Brough Park Leisure Centre represents a pocket of deprivation in Staffordshire Moorlands. Some LSOAs rank in the most deprived 10% and 20% nationally (e.g. LSOA E01029809, LSOA E01029810, LSOA E01029808). IMB 2019.
- According to the PHE Local Authority Health Profile 2019 life expectancy is 8.0 years lower for men and 4.5 years lower for women in the most deprived areas of Staffordshire Moorlands than in the least deprived areas.
- Physical Activity Behaviour Insight Pack, Active Lives November 19-20, Staffordshire Moorlands District Council shows that levels of physically active adults are below the England average (62.1% vs. 66.3%, PHE Health Profile 2019) and the pandemic has pushed inactivity levels higher. Moreover, the nature of physical activity has changed post-pandemic.
- Sport England, Active Lives Adults, Nov 15/16 to May 20/21 shows that there is a need to focus on people with a limiting illness or disability (upward trend from 48.7% inactive in Nov 18/19 to 61.2% in May 20/21)
 - People aged over 55 (upward trend from 23.8% inactive in Nov 18/19 to 32.3% in May 20/21)
 - People in lower socio-economic groups (increased considerably from 14% inactive in Nov 18/19 to 26.5% in May 20/21)
- Staffordshire Moorlands Annual Report 2020-21 states that only 58.63% of Staffordshire Moorlands residents are of working age (bottom 40% nationally). As identified in Council analysis of Active Lives data, within a total expected population growth of approximately 7% over the next 20 years, the 65+ population is expected to grow by 26%.
- Active Lives Children and Young People Survey 2017-21 shows that the effects of the pandemic appear to be particularly stark for children and young people (CYP), with 7 in 10 not doing enough physical activity – at school and outside - to benefit their health in 2019-20. Girls experience lower levels of activity than boys and CYP from low and middle affluence families experience lower levels of activity compared to CYP in high affluence families.
- Staffordshire Moorlands District Council (2020), Information Digest Document Pack, Physical Activity and Sports Strategy – Update – shows that Parkwood Leisure are engaging more people in physical activity year on year.
- Staffordshire Moorlands District Council (2021), Staffordshire Moorlands Annual Report 2020-21 shows that in 2019-20 Staffordshire Moorlands fell into the lowest 40% of all English districts for sport and recreational facilities. Compared to the West Midlands Group, Staffordshire Moorlands rank has decreased from 6th highest to 5th lowest spend (out of a group of 19).
- Sport England (2021), Strategic Assessment for Provision of Sports Halls Staffordshire Moorlands District Council, Sport England Facilities Planning Model Report shows that in 2020 Brough Park Leisure Centre had an estimated 98% use of sports hall capacity at peak times, the highest in the Leek area, and the highest demand for swimming (at 210 sq metres of water) with a considerably higher estimated used capacity (72%) than the District Average.

Demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues

All data utilised is from reliable national and local sources, and as up to date as possible. In terms of national data, robust government data has been used wherever available, supplemented by specific research (both quantitative and qualitative) into areas highlighted as local issues.

The community cohesion being impacted by the limited cultural and leisure provision delivered from the community assets the Grant Thornton Community, Trust and Belonging Index is recent dated 2021. In terms of significance Staffordshire Moorlands was ranked a high 10th out of 30 West Midlands locations.

The Index of Multiple Deprivation (IMD) 2019 analysis identified the Haregate area (immediate proximity to the Brough Park Leisure Centre) as a pocket of deprivation in Staffordshire Moorlands. IMD is a widely used as an authoritative source to determine community needs at a highly granular level (of LSOAs and/ or wards).

The Council's specially commissioned research from expert consultancies following recognised research methodologies has also been used. Detailed work was undertaken in assessing Leek's health and wellbeing needs, captured comprehensively in the Council's 2020/21 Annual Report. This combined data and evidence from reputable sources and primary research to present rigorous analysis and well-grounded insights.

Other specific thematic evidence came from the body of primary research commissioned from reputable providers as part of The Council's strategic planning on various relevant activity areas:

1. Staffordshire Moorlands District Council (2020), Information Digest Document Pack, Physical Activity and Sports Strategy – Update
2. Active Lives Children and Young People Survey 2017-21
3. Sport England (2021), Strategic Assessment for Provision of Sports Halls Staffordshire Moorlands District Council, Sport England Facilities Planning Model Report
4. Nathaniel Lichfield & Partners (2017), Staffordshire Moorland ELR Update
5. Arup (2018), Staffordshire Moorlands District Council, Infrastructure Delivery Plan, Final Report
6. Staffordshire Moorlands District Council (2018), Staffordshire Moorlands Local Plan, Green Infrastructure Strategy
7. Active Staffs strategy 2017
8. Quarterbridge, Leek Market Hall Options Appraisal, January 2021
9. Quarterbridge, Leek Markets Operational Management Review, December 2021
10. Amion, Leek Market hall OBC, March 2022
11. FMG, Investment Plan for Indoor Facility Provision, January 2018
12. FMG, Review of Leisure Centre Provision and Sports Facility Needs Analysis, December 2017
13. Global shaping the future of sport, Staffordshire Moorlands Social Value Analysis, October 2021
14. Focus, Nicholson Institute Business Case, June 2022

Demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions

All data is appropriate to the intervention area, both strategically and geographically. Specifically commissioned research and consultations have provided insights on key local linkages.

The Leek Town Centre Regeneration projects aims to reinvigorate cultural heritage assets, stimulate the local commercial economy and improve health and wellbeing outcomes for residents in the local wards that are most affected by multiple deprivation.

A particular emphasis on heritage and culture, specifically low rates of accessing professional arts combined with a pronounced lack of professional arts organisations based in Staffordshire Moorlands as identified in the context of the ACE funded Outside project, and social determinants of health and wellbeing outcomes has prompted a consideration of wider economic and physical regeneration aspects as illustrated by a few examples of linkages as presented in detail in other parts of this application.

Provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems

Table 1 in Appendix A2 evidences the links between the existing market failures, the intervention outputs and the quantifiable benefits being forecast. This is a summary of the information contained in the wider Theory of Change document (see Appendix I).

Table 2 in Appendix A2 summarises the tools and data sources used to quantify the anticipated benefits. These are summarised on a benefit-by-

benefit basis below.

Benefit: Gross Value Added from construction
Output/Outcome: New investment in local area

Market Failures:

- MF1: Leek lacks attractive cultural and community leisure destinations
- MF3: The ageing Brough Park Leisure Centre is unsustainable to operate and maintain and does not deliver value for money

Tool/research used: Latest available National Annual Business Survey results

Input: Construction expenditure

Benefit: Gross Value Added from increased employment

Output/Outcome: Improved employment opportunity

Market Failures:

- MF2: Leek's heritage assets are tired and underdeveloped
- MF3: The ageing Brough Park Leisure Centre is unsustainable to operate and maintain and does not deliver value for money

Tool/research used: Latest available Subregional Productivity Data

Input: Jobs created

Benefit: Improved financial performance

Output/Outcome: Reduced subsidy of operations, break even on costs to operate and potential for profit.

Market Failures:

- MF2: Leek's heritage assets are tired and underdeveloped
- MF3: The ageing Brough Park Leisure Centre is unsustainable to operate and maintain and does not deliver value for money

Tool/research used: SMDC's financial projections for existing and new operations (Appendix O)

Input: Income and expenditure forecasts for existing and new operations

Benefit: Wellbeing benefits of cultural engagement

Output/Outcome: Additional cultural activities

Market Failures:

- MF1: Leek lacks attractive cultural and community leisure destinations
- MF3: The ageing Brough Park Leisure Centre is unsustainable to operate and maintain and does not deliver value for money

Tool / research used:

Focus estimate on culture values in the NI Economic Case dated 17/06/2022 (Source Focus Business Case Appendix M) based on Heritage and Wellbeing by Fujiwara, Cornwall and Dolan for Historic England and DCMS report 'Quantifying and Valuing the Wellbeing Impacts of Culture and Sport

Input: Increase in number of users

Benefit: Health benefits of physical activity

Output/Outcome: Improved health benefits for users

Market Failures:

- MF3: The ageing Brough Park Leisure Centre is unsustainable to operate and maintain and does not deliver value for money

Tool/research used: Staffordshire Moorlands Social Value Analysis, October 2021 (Appendix F)

Input: Increase in number of users

Benefit: Wellbeing benefits of physical activity

Output/Outcome: Improved wellbeing benefits for users

Market Failures:

- MF3: The ageing Brough Park Leisure Centre is unsustainable to operate and maintain and does not deliver value for money

Tool/research used: Staffordshire Moorlands Social Value Analysis, October 2021 (Appendix F)

Input: Increase in number of users

Benefit: Carbon savings

Output/Outcome: Reduced pollution and carbon reduction

Market Failures:

- MF2: Leek's heritage assets are tired and underdeveloped
- MF3: The ageing Brough Park Leisure Centre is unsustainable to operate and maintain and does not deliver value for money

Tool/research used: Estimate of carbon saved multiple by current Futures price of carbon from the UK ETS trading scheme. Estimate of carbon savings by the

Council.
Input: CO2 reduction estimates from the Council.

Benefit: Reduced crime
Output/Outcome: Reduced crime and fear of crime
Market Failure:
• MF3: The ageing Brough Park Leisure Centre is unsustainable to operate and maintain and does not deliver value for money
Tool/research used: Staffordshire Moorlands Social Value Analysis, October 2021 (Appendix F)
Input: Increase in number of users

Benefit: Increased educational attainment
Output/Outcome: Additional training and education activities
Market Failure:
• MF3: The ageing Brough Park Leisure Centre is unsustainable to operate and maintain and does not deliver value for money
Tool/research used: Staffordshire Moorlands Social Value Analysis, October 2021 (Appendix F)
Input: Increase in number of users

Benefit: Increased asset value
Output/Outcome: New and refurbished assets
Market Failures:
• MF1: Leek lacks attractive cultural and community leisure destinations
• MF2: Leek's heritage assets are tired and underdeveloped
Tool/research used: Residual value of new/refurbished assets calculated in line with Green Book guidance
Input: Local valuation reports

The rationale for using each of the tools and sources referenced above is included in response to 5.2.2

Describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs

Table 3 in Appendix A2 sets out the primary data sources and modelling tools used for benefit calculation and the rationale for their inclusion. This information is summarised below.

Benefit: Gross Value Added from construction
Tool/research used: Latest available National Annual Business Survey results
Source:
<https://www.ons.gov.uk/businessindustryandtrade/business/businessservices/datasets/uknonfinancialbusinesseseconomyannualbusinesssurveysectionsas>
Rationale: Industry specific, Government statistical national data

Benefit: Gross Value Added from increased employment
Tool/research used: Latest available Subregional Productivity Data
Source:
<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/labourproductivity/datasets/subregionalproductivitylabourproductivityindicesbylocalauthoritydistrict>
Rationale: Sub-region specific, Government statistical national data

Benefit: Improved financial performance
Tool/research used: The Council's financial projections for existing and new operations
Source: Council financial projections (Appendix O)
Rationale: Specific projections relevant to each element of the package bid

Benefit: Wellbeing benefits of cultural engagement
Tool/research used: Estimated value from research undertaken by D Fujiwara et al (as included in the DCMS Culture and Heritage Evidence bank)
Source:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/304899/Quantifying_and_valuing_the_wellbeing_impacts_o

f_sport_and_culture.pdf

Rationale: Research quoted within DCMS as good measure of welfare benefits of cultural engagement

Benefit: Wellbeing benefits of cultural engagement

Tool/research used: Estimated values by Focus

Source:

Estimations by Focus using <https://historicengland.org.uk/content/heritage-counts/pub/2014/heritage-and-wellbeing-pdf/>

Rationale: Research quoted within DCMS as good measure of welfare benefits of cultural engagement

Benefit: Health benefits of physical activity

Tool/research used: Staffordshire Moorlands Social Value Analysis

Source: Global's, Staffordshire Moorlands Social Value Analysis, October 2021 (Appendix F)

Rationale: Relevant and recent report specific to the social value of usage of the leisure facilities in Leek

Benefit: Carbon savings

Tool/research used: Estimate of carbon saved multiple by current Futures price of carbon from the UK ETS trading scheme and carbon savings predictions from the Council

Source: <https://ember-climate.org/data/data-tools/carbon-price-viewer/>

Rationale: Current traded price for CO2 emissions for the UK

Benefit: Reduced crime

Tool/research used: Staffordshire Moorlands Social Value Analysis

Source: Global's, Staffordshire Moorlands Social Value Analysis, October 2021 (Appendix F)

Rationale: Relevant and recent report specific to the social value of usage of the leisure facilities in Leek

Benefit: Increased educational attainment

Tool/research used: Staffordshire Moorlands Social Value Analysis

Source: Global's, Staffordshire Moorlands Social Value Analysis, October 2021 (Appendix F)

Rationale: Relevant and recent report specific to the social value of usage of the leisure facilities in Leek

Benefit: Increased asset value

Tool/research used: Residual value of new/refurbished assets calculated in line with Green Book guidance

Source: Local valuation reports (Appendix P)

Rationale: Central Government recommended approach for asset valuation

Each benefit measure uses an internationally or nationally accepted modelling technique, backed by local evidence where available.

Where it has not been possible to source local data, benchmark studies from elsewhere in the UK have been used to inform forecasting assumptions. In such cases, optimism bias has been applied to the relevant cost and benefit calculations

to account for the uncertainty linked to using benchmark data. Further details about these (and other) adjustments are presented in sections 5.3 and 5.4. t

Where outputs and outcomes could be modelled using different approaches, care has been taken to adopt the more prudent methods to reduce the risk of overstating or double-counting benefits.

Construction costs have been developed by qualified Quantity Surveyors and include appropriate contingencies for project risks. Additional costs associated with governance, monitoring and evaluation have been estimated by the Council. Further details on costs are presented in section 5.3.

Overall, the methodology used is in line with nationally accepted modelling techniques and has led to a robust and defensible appraisal position, further supplemented by sensitivity analysis.

Explain how the economic costs of the bid have been calculated, including the whole life costs

Approach to economic costs

Economic costs have been developed in line with Green Book guidance. The key factors used to convert the financial costs to economic costs are summarised below.

Baseline Year: 2022/23

Justification: First year of expenditure; aligned to accounting years for Central Government and Council

Discount Rate: 3.5%

Justification: Green Book standard discount rate

Inflation: 3.1% per annum

Justification: 3.1% is a composite estimate based upon material and staffing cost estimates and is the average rate included within the QS cost estimates

Cost risks: Included within the financial case

Justification: the cost of treating or transferring risks has been included within base cost estimates

Optimism Bias: 7.5% to 13%

Justification: Green Book Supplementary Guidance recommends an optimism bias adjustment factor between 2% and 24% at the pre-works stage of a standard building project. In this case, a starting point of 20% has been used, then reduced to account for contingencies already built into the base cost estimates for each project (7% to 12.5%).

The steps to convert the financial costs to economic costs are summarised below, for each project, and are consistent with the calculations provided in Appendix A1 and Appendix A2.

P1 – Leek Market

Total Expenditure: £3.24m

less inflation: (£0.10m)

add optimism bias: £0.41m

less discount: (£0.12m)

Present Value Cost: £3.43m

P2 - Brough Park Leisure Centre

Total Expenditure: £11.96m

less inflation: (£0.81m)

add optimism bias: £0.84m

less discount: (£0.90m)

Present Value Cost: £11.08m

P3 – Nicholson Institute

Total Expenditure: £3.81m

less inflation: (£0.20m)

add optimism bias: £0.29m

less discount: (0.23m)

Present Value Cost: £3.67m

Overall Present Value of Costs (2022/23 prices): £18.19m

Describe how the economic benefits have been estimated

Economic benefits have been estimated based on expected project outputs, which have been converted to monetary values using established models as described in sections 5.2.1 and 5.2.2 above. The following approach has been used consistently in developing the benefit estimates:

- Benefits have been limited to one broad measure for each key output area to

avoid double-counting

- Adjustments for additionality have been applied to gross estimates, where appropriate, with a greater allowance where national data has been used
- Where local baseline data was unavailable, any expected benefits have been categorised as non-monetised impacts
- Quality assurance has been undertaken to ensure consistency between expected outputs, benefits and monitoring and evaluation targets

For each benefit, the following steps have been taken:

- Forecasting the expected outputs of the intervention
- Determining the benefit per unit OR entering the outputs into a specific external model
- Using the above to calculate a gross benefit
- Modifying this gross benefit (where appropriate) to account for displacement, deadweight and leakage
- Removing inflation for any benefits calculated in nominal terms
- Discounting future benefits at a rate of 3.5% per annum to calculate present values for each benefit type
- Aggregating the present values of each benefit to deduce the total Present Value Benefits in 2022/23 terms

A summary of these calculations is presented later in this section and detailed in Appendix A2.

Forecast outputs

Tables 5 and 6a-c in Appendix A2 set out the proposal outputs which have been used to quantify the benefits in line with the previously described approach.

Benefits per unit

Table 7 (Appendix A2) sets out the benefit per unit for each benefit type or the external tool used to calculate the benefit.

Adjustments to gross benefits

Each gross benefit has been considered in turn and adjusted for additionality where appropriate. These adjustments have resulted in a 14% reduction in total benefits, demonstrating the significant level of prudence built into the benefit estimates. All such benefits have been projected over 20 years and discounted at a rate of 3.5%, in line with Green Book guidance, to estimate Present Value Benefits in 2022/23 terms.

The adjustments made to convert the gross benefit of each project to a net benefit are summarised below and result in an overall Present Value Benefit of £39.72m at the package level.

P1 – Leek Market

Gross Benefit: £6.79m
additionality adjustment: (£0.94m)
less discount: (£1.33m)
Present Value Benefit: £4.53m

P2 – Brough Park Leisure Centre

Gross Benefit: £31.39m
additionality adjustment: (£8.86m)
less discount: (£8.48m)
Present Value Benefit: £14.05m

P3 – Nicholson Institute

Gross Benefit: £33.17m
additionality adjustment: £0.00m
less discount: (£12.03m)
Present Value Benefit: £21.14m

Overall Package

Gross Benefit: £71.35m
additionality adjustment: (£9.80m)
less discount: (£21.84m)
Present Value Benefit: £39.72m

Benefit summary

Appendix A2 shows the present value of individual benefits for each project. This information is summarised below.

P1 – Leek Market

GVA from construction: £1.33m
GVA from increased employment: £1.63m
Improved financial performance: £0.29m
Improved health and wellbeing: £1.26m
Carbon savings: £0.01m
Present Value Benefit: £4.53m

P2 - Brough Park Leisure Centre

Residual asset value: £3.98m
GVA from increased employment: £1.95m
Improved financial performance: £2.44m
Improved health: £0.96m
Improved wellbeing: £4.53m
Carbon footprint: £0.07m
Education Attainment: £0.11m
Reduced Crime: £0.00m
Present Value Benefit: £14.05m

P3 – Nicholson Institute

Residual asset value: £2.20m
Improved financial performance: £2.48m
Improved health and wellbeing (museum): £4.44m
Improved health and wellbeing (library): £12.02m
Present Value Benefit: £21.14m

Overall Present Value of Benefits (2022/23 prices): £39.72m

Provide a summary of the overall Value for Money of the proposal

P1 - Leek Market

Initial BCR: 1.32
Adjusted BCR: 1.32

P2 - Brough Park Leisure Centre

Initial BCR: 1.26
Adjusted BCR: 1.27

P3 - Nicholson Institute

Initial BCR: 5.75
Adjusted BCR: 5.75

Overall Package

Initial BCR: 2.18
Adjusted BCR: 2.18

The BCRs for both the individual projects and overall package have been calculated based on the monetised costs and benefits summarised in sections 5.3.1 and 5.3.2 respectively.

Table A2.1 in Appendix A1 summarises the benefit categories which feature in the initial and adjusted BCRs for each project.

P1 - Leek Market

Initial Benefits: £4.53m
Adjusted Benefits: £4.53m
Costs: £3.43m
Initial BCR: 1.32
Adjusted BCR: 1.32

P2 – Brough Park Leisure Centre

Initial Benefits: £13.94m
Adjusted Benefits: £14.05m

Costs: £11.08m
Initial BCR: 1.26
Adjusted BCR: 1.27

P3 – Nicholson Institute
Initial Benefits: £21.14m
Adjusted Benefits: £21.14m
Costs: £3.67m
Initial BCR: 5.75
Adjusted BCR: 5.75

Overall Package
Initial Benefits: £39.61m
Adjusted Benefits: £39.72m
Costs: £18.19m
Initial BCR: 2.18
Adjusted BCR: 2.18

This demonstrates that the individual projects deliver BCRs in at least the “acceptable” category (i.e., exceeding 1), while the Nicholson Institute project and the overall package deliver BCRs in the “high” category (i.e., exceeding 2).

In developing the BCR, a deliberately prudent approach has been followed with respect to:

- Selecting an appraisal period of 20 years (whereas Green Book guidance allows up to 60 years for specific interventions including buildings and infrastructure)
- Adjusting for additionality factors, thereby subtracting 14% from the gross benefit estimates
- Using conservative assumptions where a range of potential input values were available

Some benefits were considered to be more indirect or had a limited evidence base to determine a monetary value (see 5.4.2) below. If these benefits had been monetised and included, this would have generated even higher initial and/or adjusted BCRs

Upload explanatory note
(optional)

Have you estimated a Benefit Cost Ratio (BCR)?

Yes

Estimated Benefit Cost Ratios

Initial BCR	2.18
Adjusted BCR	2.18

Describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed

The proposals outlined in this bid will have broader economic, social and environmental impacts than those which feature in the BCRs presented in section 5.4.1.

Wider economy benefits

The Market improvement, refurbished Brough Park Leisure Centre and refurbished Nicholson Institute will provide onward benefits to the wider

economy as set out below for each project. These have not been monetised due to insufficient information.

P1 Leek Market

- A high-level estimate of 205,000 customers visiting Leek markets was assessed in January 2021 by Quarterbridge consultants. The improvements and additional hour of opening / extra day trading would hope to increase customers by 10%. There is however insufficient information to assess this as increased spend in the wider economy and there is feedback from local business engagement that the markets compete with the business for traditional retail in shops.
- The prediction of increase of customers will help trader earnings, however the trader's income is private information and the nature of markets on different days means traders will site in different locations on days that markets are offered. Any additional income from an increase in customers to traders in the Leek markets is therefore seen as a substitution for earnings elsewhere.
- The market improvements with longer opening hours and speciality markets for the younger generation are hoped to attract the next generation of market traders. The current trader base operating in the Market Hall are of an older generation with likely retirement in the next 5-10 years. (Source: Leek Market Options Appraisal, Quarterbridge January 2021). Whilst it is hoped that the market improvements provide the opportunity for next generation of traders the net effect of new employment opportunities has not been assessed with those reaching end of employment age to include this as monetised benefit of new employment opportunity.
- The Market Hall improvements will enable it to be cleared for community cultural events. There are currently two requirements for additional offerings to those already in the town for additional days for a Music festival and an Arts festival. These are expected to attract an additional 1,500 visitors pa and have been included as a monetised benefit in 5.4.1 above. The potential for more than 2 additional community events is great but has not been assessed due to insufficient information on demand.

P2 Brough Park Leisure Centre

- The refurbished Brough Park Leisure Centre is expected to attract an additional 2,500 unique users or 72,000 usages (visitors) Source: FMG. Whilst the additional spend at Brough Park Leisure Centre has been taken into account in the Improved Financial Performance benefit in 5.4.1 above, the potential for additional spend in the wider economy whilst visiting Brough Park Leisure Centre has not been assessed due to insufficient evidence on spend likelihood external to Brough Park Leisure Centre.

P3 Nicholson Institute

- The refurbished Nicholson Institute is expected to attract an additional 1,335 unique users to the Museum and 1,982 unique users to the Library each year (Source: Focus Consultants). Whilst the additional spend at the Nicholson Institute of increased usage has been taken into account in the Improved Financial Performance benefit in 5.4.1 above, the potential for additional spend in the wider economy whilst visiting the Nicholson Institute has not been assessed due to insufficient evidence on spend likelihood external to the Nicholson Institute.

Increased community vibrancy and cohesion

The three projects will enable additional offerings of community events to those monetised. To avoid double counting and to respect that it is too early to forecast demand this benefit has not been assessed.

Volunteering

The three projects all hope to offer volunteering opportunities to support community events. This has not been monetised but expected to offer valuable contribution for the events and to the individual able to make time to work in these positions. The potential for volunteering in each project is set out below.

P1 Leek Market

- With the Market improvement of new stalls that fold away for the Market Hall to be cleared there are likely to be volunteer opportunities to help. A potential of 4 volunteers could be required to clear the market hall for events / seasonal markets and a further 8 potential volunteers needed to help manage events.

P2 Brough Park Leisure Centre

- The extended/enhanced leisure operation plus improved linkages with health and other partners provides greater scope for volunteer roles across a range of activities, including event support, healthy walk leaders, health champions and mental health first aiders. This could have potential for 10 volunteer roles per annum.

P3 Nicholson Institute

- There is potential for up to 30 volunteer roles following the refurbishment, but this has yet to be confirmed.
- Whilst the additional FTEs employment opportunities for the Leek Market and refurbished Brough Park Leisure Centre have been assessed in 5.4.1 above, the potential for additional jobs at the Nicholson Institute has yet to be assessed due to the potential overlap with volunteering opportunities.

Amenity benefits

- The Market improvement, refurbished Brough Park Leisure Centre and refurbished Nicholson Institute will provide amenity benefits to the area. From restoration of buildings in need of repair, to creation of new community space / facilities, to the refurbished Brough Park Leisure Centre tree planting and access to a park from the new building the improvements will make a visual impact to draw visitors. There is insufficient evidence base to support monetising this benefit, but it is expected to be a positive contribution.
- Of particular interest was analysis undertaken by FMG on the likelihood of the additional 2,500 unique users or 72,000 usages (visitors) walking and cycling to Brough Park Leisure Centre. This predicted a 1,490 journey increase of cyclists based on assumption that 2% of existing customers cycle to the centre and 3,600 journey increase of pedestrians based on an assumption that 5% of existing customers walk to the centre. This however has not been monetised as a benefit due to the potential for double counting with the health and well-being social value of users in 5.4.1 above. It is however expected that these additional cyclists and walkers will enjoy the public realm on their journey to and from the refurbished Brough Park Leisure Centre.

Carbon savings

- Carbon savings have not been assessed at Nicholson Institute due to insufficient information. The refurbishment project will be about reusing the existing building to enhance the environmental performance of the buildings.

Provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid

Risk assessment

The usual strategic risks associated with interventions contained within this package bid have already been treated. For example:

- Initial stakeholder consultation, showing public support for the interventions and demand for projects works.
- Analysis and option appraisals concluded, and preferred interventions costed for each element of the package bids.
- Alignment through the ToC from problems solved, to solutions and outputs, through to benefits and long-term outcomes.

Optimism bias has been added to this diligence to take account of the key risks and mitigations that could affect the overall VFM of the bid. These are:

Risk: Inflation, particularly for construction materials if higher than forecast
Mitigation: Entering as early as possible into fixed price contracts will help mitigate this risk. If costs cannot be contained, decisions will have to be made to carry out value engineering or for the Council to prudentially borrow additional funds to fund any shortfall.

Risk: Delays during construction could increase costs and/or push back deliverable benefits

Mitigation: Construction cost estimates prepared by experienced QS, with appropriate contingencies, supplemented by robust project management processes. Specific additional consultancy support (contained within this bid) to project manage and monitor progress coupled with use of contingencies

built into bid.

Risk: Benefit prediction on increased number of unique users or loss of existing customer base to alternative facilities

Mitigation: Optimism bias and additionality applied to additional user numbers. Development of customer retention strategy for existing customers and robust re-launch/marketing strategy for refurbished projects.

Other significant risks are:

Risk: Failure to secure full Levelling Up Fund ask

Mitigation: Development of robust bids demonstrating strategic fit, all costs and benefits, value for money and deliverability in line with LUF guidance.

Risk: Project does not meet public expectation

Mitigation: Proposed facility mix based on identified needs. Development of full customer comms and engagement strategy

The full assessment of these risks, and lower ranking delivery and operational risks, are contained within the overall LUF project risk register (Appendix Q).

Sensitivity analysis

Sensitivity analysis has been undertaken to determine how changes in key modelling assumptions could impact the overall Value for Money of the bid. The results of this analysis are summarised below. Note that each line is an independent scenario assessed against the base case.

Base Case:

Initial BCR (overall package): 2.18

Adjusted BCR (overall package): 2.18

20% escalation in costs

Initial BCR (overall package): 1.97

Adjusted BCR (overall package): 1.98

Further 10% of optimism bias on benefit inputs

Initial BCR (overall package): 1.96

Adjusted BCR (overall package): 1.97

As demonstrated above, the BCRs at the package level remain above 1 (acceptable) under even more prudent modelling assumptions.

Upload an Appraisal Summary Table to enable a full range of impacts to be considered

Appraisal Summary Table 1

Upload appraisal summary table	01. Q5.4.4 - Appraisal Summary table.docx
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Additional evidence for economic case

None selected

Confirm the total value of your bid

Total value of bid	£19012101
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Confirm the value of the capital grant you are requesting from LUF

Value of capital grant £17110892

Confirm the value of match funding secured

£243210

Evidence of match funding (optional) App C - Proof of match - NI.pdf

Where match funding is still to be secured please set out details below

The total value of match funding secured to date is £243,210, which has been committed by Staffordshire County Council towards the Nicholson Institute refurbishment. See evidence of contribution in Appendix C.

No other match funding has been secured to date. However, the Council intends to contribute the following:

P1 – Leek Market:
£324,074 via prudential borrowing

P2 - Brough Park Leisure Centre:
£1,154,723 via prudential borrowing
£41,030 via land contribution

P3 – Nicholson Institute
£138,173 via prudential borrowing

The match funding amounts highlighted above represent 10% of project costs and will meet the funding gap between the full LUF ask and overall costs.

Borrowing costs will be met through the increased revenues generated by the interventions. It is expected that, if successful in securing the full LUF ask, match funding will be drawn throughout the project.

Land contribution

If you are intending to make a land contribution (via the use of existing owned land), provide further details below

P2 Brough Park Leisure Centre
Land Value of £41,030 (see Appendix T).

Upload letter from an independent valuer App T - Brough Park Leisure Centre PPE.pdf_safe.pdf

Confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below

Leek Market and Nicholson Institute
No unrecoverable VAT costs. The Council does not foresee any reason why the VAT could not be reclaimed.

Leek Leisure Refurbishment

The income and expenditure forecasts assume that the new facility will be managed by a not-for-profit/charitable organisation which would be an eligible body that is able to apply the sporting exemption in accordance with VAT Notice 701/45. In this context, most areas of sporting income will be exempt from VAT, with the secondary income streams of food, beverage and retail sales being the main sources of VATable income. Accordingly, there will be a commensurate irrecoverability of the input VAT incurred on goods and services purchased in delivering the exempt activities.

Describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget

All costs related to the construction elements have been developed by qualified Quantity Surveyors, who have knowledge of national trends and local conditions. To arrive at their judgement, we have provided them with all previous survey information and other information known about them to accurately forecast site-specific risks. Profit margins have been included within these figures using standard industry amounts for the relative complexity of the schemes (see 6.1.7 below).

Furthermore, costs per m2 have been measured by the various professional architects and quantity surveyors throughout development of options and appraisals throughout the projects' development cycles. The final figures (for building construction / renovation elements) have been checked against industry standards for reasonableness (costs relate to total cost for the element, excluding any share of central project management and monitoring costs).

The costing process was based on the following principles to ensure a robust and consistent approach across all three LUF projects:

- Multiple validation points: A combination of initial costings developed by consultants, internal due diligence by the Council's Finance Director.
 - Bottom-up approach: Costs were built from the bottom up to reflect the aggregate cost of individual elements and avoid missing key items.
 - Benchmarking: Local and national benchmarks were used to validate the proposed costs
 - Programme management costs: Projects are fully costed to include capital development costs (such as surveys or professional fees), costs of programme management, and costs monitoring and evaluation.
-

Provide information on margins and contingencies that have been allowed for and the rationale behind them

Risk premiums and contingencies have been built into the latest Cost Plan for both inflation and risks, using the Quantity Surveyors' professional judgement, knowledge of the national picture and local knowledge of the project and site conditions. Profit margins have been included within these figures using standard industry amounts for the relative complexity of the project.

The following amounts have been included in the project costs, as accounted for in the Cost Plans (June 2022).

- P1 – Leek Market 7%
- P2 – Leisure Centre 12.5%
- P3 – Nicholson Institute 12%

This demonstrates that allowances for all key elements have been considered and given appropriate and realistic levels for cost and contingency and site-specific requirements have been built into the overall cost estimates, leading to a robust cost estimate.

Describe the main financial risks and how they will be mitigated

Risk

Supply-side pressures that may delay or complicate delivery schedules - adding time and cost to projects potentially affecting budgets and affordability.

Mitigations include:

- Appointment of external PMO support with deep expertise of project management in the settings of our projects (e.g., leisure, culture, retail)
- Rapid (& compliant) procurement processes using frameworks to secure materials as early as possible
- Work with PMO and main works contractors to use economies of scale to enhance buying capability to secure product pipelines
- Selection of trusted and known suppliers and seek evidence of supply pipelines

Price inflation related to external factors – significant adverse variances would affect costs, business cases and, potentially, viability.

Mitigations include:

- Sensible inflation values included in costings and forecasts based on SME knowledge and current market assessments
- Rapid (& compliant) procurement processes using frameworks to secure prices as early as possible
- Work with PMO and main works contractors to use economies of scale to enhance buying capability

Risk

Delivering the predicted increases to income that underpin borrowing.

Mitigations include:

- Prudent approach to all business case forecasts
- All projects are for changes or enhancements to existing (& therefore known) provision and facilities to base projections on
- Engagement of SMEs in the development of business cases
- Forecast match funding (from borrowing) has degree of 'headroom' in estimates to give resilience and contingency
- QA of all forecasts and assessments of underpinning assumptions

Risk

Failure to secure LUF funding

Mitigations include:

- Use of SMEs to develop propositions and detailed work by bid leads and executive to collate the high-quality submissions.
- Maximising understanding of outputs and outcomes through SMEs with deep knowledge of each of the proposals
- A stakeholder engagement plan to secure all support needed to deliver the bids, including key delivery partners, politicians, and other key stakeholders

This project is phased with a variety of further stages and funding applications. Should this funding be unsuccessful, the project may have to be re-phased, with borrowing to offset elements still required in the current phase.

There are further operational risks within each package and these are contained within the overall LUF project risk register (Appendix Q).

Upload risk register

App Q - Risk Log.xlsx

If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below

The Council is not intending to share the LUF grant with a partner via contract or sub grant.

The Council operates the Nicholson Institute in partnership with Staffordshire Council and Leek College.

These partners will be indirect beneficiaries of the LUF funding; however, the Council will act as the accountable body for funding and will directly manage

all contracts with construction partners.

The Council's approach to governance of these relationships and to the procurement of this intervention and others are set out in detail throughout this section.

What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?

Nature of financial interest

The Council's bid partners, Staffordshire County Council, are the nominal legal owners (on Trust) of the Nicholson Institute, and as such are due to benefit from LUF funding allocated to the project and potentially future earnings derived from increased usage and performance of the Nicholson Institute.

Governance arrangements

Whilst the County Council are the legal owners of the building, Staffordshire Moorlands District Council will act as the accountable body for the delivery of the Nicholson Institute LUF intervention. The County Council have indicated their support for this arrangement in the letter of support attached at Appendix A5.

Current arrangements for the sharing of the building are historic and operate to an extent on trust. There is a longstanding agreement on apportioning maintenance and running costs between the partners. This agreement allocates maintenance costs according to the following:

- 52% Staffordshire County Council
- 32% District Council
- 16% Education – University of Derby (Buxton & Leek College)

In preparation for receipt of the LUF grant, the Councils will formalise existing arrangements through the following methods:

- Agreement of MoU to govern the development phase. MoU to clearly outline roles and responsibilities and key dependencies throughout the development phase. Expectations will be set out compelling all partners to feed into the Council's governance structures.
- Agreement of MoU to govern the post development phase, i.e. day to day operations of the Nicholson Institute following construction works.

Due Diligence - Due to the Council's proposed partners having a long working relationship with the Council, and being established public sector organisations, SMDC does not deem it necessary to undertake additional financial assessments or due diligence activities. The County Council and Leek College are going concerns and have guaranteed income streams for their statutory obligations.

Ongoing scrutiny and monitoring - The governance structure outlined in Appendix R identifies the role played by various tiers of the governance structure to ensure that appropriate controls are in place to manage the overarching programme of works in Leek.

- o LUF Project Board - Operational oversight of design and construction phases. Providing reassurance to the Council of cost efficiency.
- o Chief Officer Team (quarterly standing agenda item) - Appraise quarterly progress, spend and risks reports, including delivery plan and financial spend analysis. To intervene/resolve programme level issues escalated by Project Board.
- o Cabinet (6 monthly standing agenda item) - Oversight of Council spend. Decision-making power to make major changes to the programme plan (subject to UK Government approval). Final point of escalation for programme risks and issues.

It is the expectation of the Council that partners will feed into these governance structures at regular points during the development of the intervention. The partner organisations will each have dedicated project management resource in place to provide regular input.

Contractual arrangements - the Council intends to agree a MoU to formalise arrangements with partners. The MoU will set out SMDC's role as the lead partner for procurement and construction elements. There will be clear responsibilities and dependencies between the Council as the lead organisation and its partners.

Ongoing contract management – The approach to project and contract management will result in monthly meetings between the Council (Project Sponsor, Procurement Lead, Project Manager) and partners, to review progress against delivery milestones, costing plan, benefits realisation plan and procurement arrangements.

The Council will maintain and review risk and issue logs, while also maintaining a Council (project) risk and issues log; this information will feed into the Council's wider democratic decision making governance and scrutiny function (see section 6.3.5), as well as feeding into project management and M&E functions (see below).

Procurement Practices

The Council will act as the lead procurement organisation for the partnership. The Council will ensure that all procurement exercises are compliant with public procurement regulations and our own requirements in the Council's Contract Procedure Rules (CPRs) - best value, social value, living wage, use of local supply chains, providing meaningful routes into employment etc.

Technical Challenges

Crucially, the Council does not own the Nicholson Institute. The Nicholson Trust deeds set out a trust arrangement between the partners mentioned above. This agreement operates on trust to an extent. The Council intends to continue working in this trusted relationship, but to put in place additional governance structures to oversee the construction work and the future working relationships.

Summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted

Our commercial structure is summarised below:

- The Council will act as the accountable body for all projects – the development of some elements of our bid involves other partners, in which Staffordshire Moorlands District Council will be the lead partner.
- LUF funding to be allocated £20,000,000
- Fixed price contracts for goods and services procured by the Council.
- The Council will lead procurement and ensure compliance with procurement and subsidy control regulation. The Council will ensure alignment with the Council's CPRs and the CPR 2015.
- Our strategy has been developed with procurement colleagues to ensure compliance with procurement regulations, alignment with government best practice, including the Sourcing Playbook, Consultancy Playbook (for selection of the M&E partner) and Construction Playbook, while also enabling Staffordshire Moorlands to ensure best value, alignment with the Council's Contracts Procedure Rules (CPRs) and Sustainable Procurement Strategy 2021-25, which promotes use of sustainable, green and local supply chains.

Our commercial structure and procurement approach is based on the following principles, which will enable us to manage contracts closely and mitigate supply chain risk:

Accountability: Staffordshire Moorlands District Council will be the accountable body for all projects, taking overall responsibility for the delivery and risks of the scheme. Where any risks are shared between the Council and a third party, they will be managed via the contract monitoring process outlined below.

Building on internal and external best practice: Staffordshire Moorlands District Council has the Council's Contracts Procedure Rules (CPRs), tested internal

procurement processes, robust governance structure (see 6.3.5.) and an experienced team to secure the delivery of best value from the LUF public money investment. Our LUF procurement strategy is aligned with the requirements of procurement regulations and the Public Services (Social Value) Act 2012. It follows the government's best practice, including the Sourcing Playbook, Consultancy Playbook (for selection of the M&E partner) and Construction Playbook (with relevant approaches mentioned in our detailed answers below).

Open dialogue with local providers: Our commercial approach, including the way we propose to procure, contractualise and manage LUF works, was informed by an early market engagement with local suppliers to assure deliverability.

Social values and commitment to net zero: We will make sure that each LUF contract promotes use of sustainable, green and local supply chains, as outlined in more detail below.

Proportionate approach: Procurement will be carried out in such a way as to obtain value for money through appropriate competition and assurance processes, whilst ensuring the procurement approach is proportionate to the size and complexity of each project. The most appropriate procurement route for each contract was chosen based on legal requirements, size, market appetite, level of specialism required, availability of frameworks, etc. An outline of the procurement strategy is given below.

Key contracts to be procured and proposed route to market

Leisure Redevelopment – Contracts to be procured and route to market
The Council is intending to deliver a large leisure transformation programme that involves refurbishing the Brough Park Leisure Centre, alongside the redevelopment of the Cheadle Leisure and Wellbeing Hub and the redevelopment of the Glossop Leisure and Wellbeing hub. The Council is intending to use LUF funding to contribute to the development of all three of projects.

The Council is likely to procure separate providers for each of the three builds, due to the builds being completed at roughly the same time. Whilst a large single provider could offer cost efficiencies and savings, it is unlikely that even an extremely large provider could facilitate the delivery of three leisure centres at the same time.

Development partner

The Council intends procure a development partner for the initial design stages of the programme. The development partner would begin working with the Council in October 2022 (following awarding of LUF funding) and would directly support the Council with design up to RIBA Stage 2. The development partner would remain engaged with the Council throughout the build process, and would actively support the Council to procure its construction partner.

The Council intends to expedite the commissioning of a development partner through use of an established framework, (such as the UK Leisure Framework) ensuring that they and the Council benefit from the evaluation and due diligence undertaken by the framework owners.

To ensure the Council has access to independent insight, challenge and expertise throughout the development process, the Council will work closely with our internal procurement teams and externally appointed project management experts to provide external support and expertise around contract risks and dispute resolution.

Construction Partner

The Council would work closely with the development partner throughout the design phase, and again would work closely with the development partner to undertake the procurement of the 'build' phase of the contract. The build phase is likely to be labour intensive and will make up the bulk of LUF funding requested. Following successful procurement of the build partner (schedule for January 2024), the commissioned party would be responsible for key elements of the build phase (detailed in our delivery plan, 6.3.1) including all internal and external works.

The Council would procure the design partner through a large established framework. Officers will undertake research discussions in relation to a value for money and compliant route through which the appointed suppliers for both design and construction partners could be procured, while managing the Council's compliance with procurement and subsidy control rules.

Options investigated have included the UKLF, carrying out a direct appointment through the Scape Framework, or forming a partnership with a third development partner. Our external legal partner's advice has been received in relation to all of these options and additional due diligence has been carried out.

Market Halls – Main Building Works

The Council will procure a construction partner to develop the primary building works on the Market Halls building. Procurement of works and professional services to undertake the proposed capital investment will be undertaken by the Council under the provisions of the Public Contracts Regulations 2015 and the Council's Procurement Procedure Rules for contracting.

The scale of works, and potentially services, are below the thresholds for larger procurements under the PCR 2015 that are subject to particular procedures and advertisement. However, they will exceed the minimum threshold for tendering by the Council and will therefore be subject to the requirements set out in the Council's Procurement Procedure Rules which will involve competitive processes (tendering) for the appointment of professional services and a main contractor for the proposed works.

Industry Standard forms of contract for works and professional services (for example JCT Minor Works and Professional Services Contracts, latest and current editions) are expected to be used for the limited scale of investment proposed. In terms of the future market operation, changes to rent/lease terms with traders may need to be negotiated.

Market Halls & Nicholson Institute – Main Building Works

The scale of works, and potentially services, are below the thresholds for larger procurements under the PCR2015 that are subject to particular procedures and advertisement. However, they will exceed the minimum threshold for tendering by the Council and will therefore be subject to the requirements set out in the Council's Procurement Procedure Rules which will involve competitive processes (tendering) for the appointment of professional services and a main contractor for the proposed works.

Nicholson Institute - Construction

The Council will procure a design and build partner for the construction works required to enhance the Nicholson Institute. It is proposed that a Design Team for the project will be appointed through a Framework to enable work to proceed as soon as possible after the LUF decision. To facilitate this, the Design Team tender documentation will be prepared during the Summer of 2022.

A full Public Contracts Regulations 2015 compliant process will be required for the Main Construction Works. At all times, the Council's procurement regulations and procedures will be followed.

In light of the current construction market, it is proposed that a two-stage traditional procurement approach is adopted. It is considered a significant risk that a single-stage tender would be successful due to the nature of the works and the competitive construction market

Current contractual arrangements in place

Brough Park Leisure Centre

The Council intends to continue its current arrangements with Parkwood Leisure Service for the delivery of the leisure service. This contract runs until 2024, at which point the Council will make an informed decision about the future operation of the centre. Parkwood are extremely supportive of the leisure transformation strategy and have provided a letter in support of the transformation plans at Appendix A5.

The Council will continue to work with FMG on the finalisation of its long term

Leisure Transformation Strategy. FMG have played a key role in the development of proposals and costings for the development of the L&WBH to date, and will continue to provide advice and strategic guidance through future phases of the programme.

Market Halls – Commercial Operator

The Council will retain its contract with AES for the erecting, dismantling and storing of stalls, as well as carrying out cleansing activities in respect of the outdoor market.

Nicholson Institute –Partnership Arrangements

As discussed in our answer to 6.1.9 and 6.1.10, the Council will work with partners under existing arrangements to deliver the Nicholson Institute intervention. The Council is proposing to build in existing governance procedures through an MoU with partners to provide additional assurances.

Pre market engagement activity

Brough Park Leisure Centre

The intention is for the Council to appoint construction partners through established frameworks. Early contractor engagement complements the advice set out in the Construction Playbook. To date the market engagement activity is underpinned by the following key aims:

- Early supply chain involvement – investing time early to get projects right from the start, leading to better designs, resulting in both reduced changes and unforeseen cost increases, and faster on-site delivery.
- Outcome-based approach - adopting an outcome-based approach to gauge success, with clear measures set at the outset to monitor and measure supplier performance and drive improvement.
- Risk allocation – through the preconstruction process, working collaboratively with the Council to ensure risks are appropriately allocated and ultimately owned, or jointly owned, by the parties best able to manage and bear them.

In reviewing the project specific requirements for delivering the L&WBHs, with regards to client brief, resource, capability, demonstrable experience, project benchmarking, social value and Council inputs on prior contractor experiences, the Council will make an informed decision on the most appropriate construction partner for the delivery of the L&WBHs.

This will be supported by a market health check to identify the most appropriate provider. This market health check will encompass the following criteria:

- Demonstration of a strong team that includes the required capabilities with the personnel to support the project and deliver maximum social value.
- Extensive knowledge and experience of delivering wet and dry leisure schemes.
- Approach of chosen provider will be consistent with the methodology used by the Council on previous large capital builds.
- The Council has a preference to select a large, tier one contractor for additional security. In the current uncertain market conditions, the scale of a larger contractor would provide comfort with regard to resourcing of materials, labour, plant and off site storage.

Market Hall & Nicholson Institute

Due to the relatively small scale nature of the procurements and the Council's access to a cadre of trusted local suppliers with experience of fulfilling similar briefs, the Council has undertaken limited engagement with the market to this point but is confident of being able to procure suitable contractors expeditiously.

Market Health Check

As part of the Council's due diligence process, we have assessed the market's ability to deliver on the identified contracts for goods, works and services. This relates mainly to the costs of delivery (given inflationary pressures) and the timescales associated with timely delivery (given current industry wide supply chain issues). Additionally, the capacity of the market to deliver at a time when numerous Councils and other public/private sector organisations will be procuring significant construction contracts (LUF, UKSPF, private investment etc.) has been explored.

The results of our analysis indicate risk, however, the Council's intention is to issue fixed price contracts that provide public sector best value and certainty, while providing the private sector with the required margins.

What procurement approaches have been explored or discounted
As part of the bid development process, the most compliant and desirable (best value, social value, supporting the local economy etc.) and timely (where time pressures exist) procurement route for each contract has been identified. Market intelligence from the Council has informed this process, while our Procurement Lead has appraised the compliance of each proposed procurement route.

Other options explored include the Council's partners acting as the procurement lead for the Nicholson Institute. This was discounted as part of our risk mitigation strategy – the Council is the accountable body for the delivery of the LUF interventions and thus will retain closer control of the procurement process.

The Council also considered partnering with an established leisure provider (such as Alliance Leisure) and contracting this provider to lead on the procurement and delivery of the leisure strategy. Again, this was discounted as the Council's view is that closer control of the process and trusting its procurement experts leads to less risk.

Effective management of contracts with contractors to ensure quality and manage/mitigate supply chain risks: Please refer to section 6.2.4.

Sustainable procurement approach

We are committed to ensuring that our procurement activities and those of our suppliers do not have a detrimental effect on the environment and have a positive influence on whether the Council achieves its sustainable and environmental aims.

- Include minimum international standards for Environmental Compliance in qualification of suppliers and products e.g.: ISO certification; clean waste management systems and reduction in toxic waste disposal
- Include selection assessment criteria for carbon reduction, water consumption efficiency, clean fuels, through our contracts
- Include specific measures on carbon reduction targets through supply chain
- Source renewable energy supplies
- Construction projects design and product considerations to environmental impact.
- Closed loop cycles (Circular Economy) when contracting, keeping materials in economic systems and not wasting them at end of life
- Actively encourage innovation on produce design and outputs
- Advocate Green Procurement policy – incorporating human health and environmental concerns into the search for high quality products and services at competitive prices
- Mitigate noise and air pollution in manufacturing supply chains
- Include provision for alternative 'options' in contract specifications for sustainable timber products, single use Plastics and renewable energy and fuel sources

Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature?

The Council will lead on the procurement of all key contracts throughout the process, including project management specialists and construction teams. The Council's procurement teams will closely manage these processes with oversight from the Project Sponsor and key senior stakeholders from within the Council's corporate services directorate.

The Project Sponsor, Project Manager, and the Council Procurement Lead will lead the process day to day, ensuring that elected members and senior officers are updated with progress and requested to decide on future procurement activity.

Oversight of the contract between the Council and its chosen providers will be provided through the layers of governance that are discussed in section 6.3.5. Full details of the core project team are provided in section 6.3.4.

The Project Sponsor for the Leek programme is [REDACTED]. Neil is a Chartered member of the Royal Town Planning Institute with a Master of Philosophy degree in Environmental Planning, postgraduate diplomas in both Management Studies and Creating Sustainable Communities, and Prince 2 trained. Neil has operated at a senior level within local government for over 20 years and at Director level for over 10 years. He has overseen the delivery of a large scale urban extension at Wakefield for 2000 new homes, employment development and greenspaces, and procured and managed significant capital investment projects in new roads (£66m), bridges (£10m) and Listed Building renovations (£10m).

Neil will be supported by Elaine Hallworth, the Council's Lead Procurement Officer. Elaine will oversee the procurement of all main works contractors involved in the three interventions, and will directly oversee the procurement of project management specialist support. Elaine is a Member of the Chartered Institute of Procurement & Supply, MCIPS Level 6 qualified with over 27 years' experience in local Government management and delivery of Corporate services. She has been Lead Procurement Officer for HPBC and SMDC since 2009, ensuring the Councils are compliant to Public Contract Regulations, establishing internal Governance procedures, developing and implementing the Councils' Procurement Strategy. Experienced and responsible for the delivery of high value, strategic sourcing activity, covering main category areas of spend (including Construction, IT, Consultancy and Leisure and recreation), working with other Local Authorities and agencies in Public Sector to develop inhouse expertise, support Local SMEs in supply chain and embed sustainable and ethical procurement practices throughout.

Neil will also be supported by Mark Trillo, the Council's Executive Director for Governance and Commissioning. Mark is a solicitor of the Senior Courts of England & Wales since 1993. Executive Director at SMDC since 2004 and of both Councils since 2009, with previous experience in private practice and within the NHS. Extensive experience of providing professional advice to, and carrying out the Project Executive role for, a wide range of complex projects, including the construction, renovation and refurbishment of heritage and leisure use buildings.

Are you intending to outsource or sub-contract any other work on this bid to third parties?

A full skills and capabilities assessment has been undertaken as part of the Council's preparations for this project, to ensure that the Council is able to fulfil the 'intelligent client' function required for such a contract.

Where skills and expertise gaps were identified, the Council has taken active steps to ensure the procurement of the contract administrator and external legal expertise. The core project team consists of individuals who have the capabilities, capacity and experience required to successfully lead a project of this scale and complexity, while the project's governance structure ensures that the necessary levels of informed scrutiny will be applied.

Professional fees relating to all interventions (architects, structural engineers, QS, designers)

Full service support for all RIBA work stages, including developing detailed architectural and engineering technical designs. The proposed route to market and structure of the procurement is discussed in in the answer to 6.2.1.

Nicholson Institute – Partners

As discussed in section 6.1.10, the Council will work with partner organisations to deliver the proposed interventions at the Nicholson Institute. Staffordshire County Council and the University of Derby will continue to deliver services using the Nicholson in line with current service deliver – library services, registrar services and educational services. This partnership relationship will be governed by an MoU.

Project Management expertise

The Council intends to procure specialist project management staff to work across all three interventions, and to work within the Council's governance structure to provide additional capacity to the core project team. There will be members of Council staff dedicated to the delivery of the interventions, but additional resource is required to supplement their time and to ensure rigorous project management techniques are employed to deliver to time and budget.

This additional capacity will afford the Council deep project management expertise, reduced delivery risks, a flexible approach and will support the Council to grow its internal delivery capabilities.

Monitoring and Evaluation expertise

Our intention is to procure (via an open procurement exercise) a consultancy to assist us in establishing the necessary reporting and monitoring arrangements to ensure a timely start to the next stage of this project (given that the M&E partner will not be appointed immediately). They will also help us to develop the specification for the M&E partner, which will involve discussions with communities, and other stakeholders.

Managing these contracts effectively

The following steps will be taken to ensure that the desired outputs are delivered:

- Procurement of all consultancy services to be based on the Consultancy Playbook and PCR2015.
- Contracts in place between the Council and the appointed suppliers, clearly specifying a fixed cost and specific timescales for completion of outputs (aligned to the timescales within our delivery milestone plan). Quality criteria and service specifications to be specified and agreed prior to work commencing, formalised in a signed contract between the parties.
- KPIs relating to timescales and quality of outputs to be agreed and included within the contract.
- Requirements and expectations relating to the providing of regular monitoring and evaluation information are to be specified, along with the requirement for the appointed supplier to provide updated risk and issue logs to be reviewed and discussed with the Project Manager, who will then feed this into programme governance and monitoring processes.
- Monthly progress meetings to be attended by the appointed supplier and Project Manager to review progress, risks and issues associated with project.

How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes

Mitigating contractor risk –holistic approach through procurement lifecycle
All procurement activity is designed to support the successful completion of all in-scope capital investments, which in turn will lead to the realisation of all benefits (outputs and outcomes) identified within our Theory of Change. We will take a holistic approach to managing supplier / contractor risks to ensure they deliver on quality and allow the LUF Programme to achieve the assumed benefits. Actions that aim to achieve this are planned at each of the five stages of the procurement process (as outlined in the Sourcing Playbook and Construction Playbook):

Ongoing scrutiny and monitoring: The governance structure outlined in

Appendix R identifies the role played by various tiers of our governance structure to ensure that contracts are managed effectively and all benefits secured:

- LUF Project Board - Operational oversight of design and construction phases. Providing reassurance to the Council of cost efficiency.
- Transformation Board - Ensuring strategic and regulatory compliance and financial risk management (i.e. subsidy control and procurement regulation compliance).
- Chief Officer Team (quarterly standing agenda item) - Appraise quarterly progress, spend and risks reports, including delivery plan and financial spend analysis. To intervene/resolve programme level issues escalated by Project Board.
- Cabinet (6 monthly standing agenda item) - Oversight of Council match funding spend and ensuring strategic alignment across leisure facilities programme. Decision-making power to make major changes to programme plan (subject to UK Government approval). Final point of escalation for programme risks and issues.
- Close monitoring of quality of goods, works and services delivered will be implemented via monthly site inspections (involving LUF Project & Contract Managers) and monthly meetings with contractors' representatives to review contract requirements/deliverables etc. Performance against contractual KPIs and adherence to requirements (quality, environmental etc.) will be monitored.
- Monthly monitoring of costs associated with delivery of goods and services, involving the creation and maintenance of a 'LUF procurement dashboard' to identify strengths, risks and issues associated with all LUF related contracts. Potential overspends, delays and/or issues associated with supplier performance to be identified well in advance by LUF Project Managers, to inform discussions between supplier, LUF Programme Lead and Procurement Lead.

Due diligence during the procurement process

The process described in section 6.2.1 sets out the programme's full approach to procurement. To summarise:

- The Council will lead all procurement activity relating to all three interventions. Our Procurement Lead, overseen by the Project Sponsor, will develop bespoke suites of tender documents and contracts, ensuring that requirements and targets around key aspects (the cost, timeliness and quality of outputs) align to the delivery milestones and cost schedules identified within this bid.
- The Council's procurement processes require potential suppliers to complete a series of compliance questions, relating to adherence to specific legislation (Modern Slavery, equal opportunities, health and safety, safeguarding etc.).
- Once bids have been received, the Council will undertake financial due diligence on all shortlisted suppliers, reviewing at least 3 years of accounts (P&L, cash flow, reserves), in addition to checks in relation to Director convictions and/or corporate breaches of law, following up on at least two references for similar contracts delivered over the past 3 years etc.

The Council will implement contract management systems and processes that align with and feed into our programme governance arrangements, to ensure that all procured delivery aligns to programme requirements and delivers the intended outputs and outcomes from this process.

Ultimately, all procurement activity is required to support the successful completion of all in-scope capital investments/interventions, which in turn will lead to the realisation of benefits (outcomes and impacts) identified within our Theory of Change.

A summary of our approach to contract management is provided below:

Confirming expectations - outputs and outcomes linked to LUF programme benefits

- All procured goods, works and services will be the subject of a contract, developed by the Council's Procurement Lead prior to signing.
- All contracts will clearly specify the following in relation to the goods, works and services to be delivered:
 - o Fixed cost
 - o Fixed timescales (including milestones and gateway review points)
 - o Quality requirements, via a specification

- o Agreed tolerances for timescales and quality.
- o Contract and progress review arrangements
- o Identification of outputs and outcomes that are required to be realised via the contract (linked to our ToC and benefits realisation plan)
 - Outputs – the timely completion of requirements, within the agreed fixed cost and to the required quality
- o Monitoring and reporting requirements, in relation to inputs, outputs and outcomes, in addition to regular project progress reporting (against the delivery milestones and cost estimates)
- o The maintaining of risk and issues logs over the lifetime of the contract
- o Requirements to meet with the relevant project manager at an agreed frequency (monthly/quarterly, depending on the contract)

Contractual arrangements: The Council will agree a fixed price contract with the chosen construction partners. Provision for variations will be included, however the Council's role as final decision maker in relation to variations will be clearly explained within the contracts, ensuring clear lines of contractual accountability.

Key KPIs linked to the successful delivery of the programme of works will be embedded within the contracts agreed with the construction partner identified. Performance against these will be closely monitored by the Council's procurement team.

Contract management

- Contracts will be managed by the Council's Procurement Lead and overseen by the Project Sponsor. The Council's Procurement Lead will work with the Project Management Office for the intervention will manage the contract, monitoring progress against the critical path/delivery milestones and spend profile, mitigating risks in partnership with the supplier etc.
- Each project manager will regularly update the programme plan to assess progress/spend/risks and issues, which will be fed into programme governance and considered by the LUF Project Board.

Managing variance, risks and disputes

- Tolerances (timescales and quality) will be monitored, with potential breaches being reported to the Project Manager and Project Board.
- A comprehensive risk register is provided within Appendix Q, identifying the known risks and mitigations. Mitigations are designed to prevent risks materialising, particularly in relation to some of the more pressing issues (inflation, supply shortages, changing Council/partner requirements etc.).
- All proposed variations to contracts will be considered by the Council (Procurement Lead), who will assess the implications at both intervention and programme levels.

Set out how you plan to deliver the bid

Please refer to Appendix A1 (Delivery Plan Tab) for a full delivery plan.

Leek L&WBH

Brough Park Leisure Centre Refurbishment

Milestone 1.1 - Inception, kick off and procurement

Council decision to proceed and design team approval. Initiation of surveys and investigations, design work, and approvals and beginning of procurement process.

The Council would appoint its design team and initiate the key early elements of the programme. The Council's partner would undertake surveys and investigations and draw up detailed designs for the development of the new L&WBH.

Concurrently, the planning application will be prepared, led by the Project Sponsor, involving input from external legal (resources identified and available). Following submission in February, decision expected September 2023.

Following the initial design phase, the Council would initiate its procurement

exercise for its construction partner. The route to procurement and procurement processes have been detailed elsewhere in this section. The procurement will run concurrently with the design phase.

Milestones 1.2 – 1.5 – Construction works (January 2024 – January 2026)
Phase of work includes the following key activities, to be led by the Council's appointed construction partner. The Council will oversee this phase of work through a combination of the Project Manager and the Project Sponsor. The contract agreed with the construction partner will necessitate regular (frequency TBD) progress review meetings and check ins.

- Construction of new female dry changing rooms in squash courts
- New male dry changing rooms
- Demolishing current pool and rebuilding
- Refurbish entrance and reception
- Refurbishment of existing fitness areas
- Fit out of new spin studio
- Energy efficiency work and solar panel installation

Milestone 1.6 – Fitting out and commissioning (January 2026 – March 2026)
Client and operator fitting out of the new facility. This stage involves the handover from the construction partner to the operator of the new L&WBH. This stage of activity will be managed between the Council and its appointed provider (incumbent provider is Parkwood). It is the Council's intention to fund all works after March 2025 with match funding elements, rather than LUF funding.

Project 2 – Market Hall

Milestone 2.1 – Preparation and approval by members to undertake RIBA 3 (August 2022 – October 2022)

Pre October 3rd (assumed receipt of LUF funding) approval from Cabinet Members to proceed with the project, based on additional preparatory work carried out over summer 2022. This involves the following activities (not an exhaustive list):

- Develop RIBA stage 2 options drawings and costings
- Stage 2 options development report
- Submission of pre-application planning enquiry

This stage of work builds on preparatory work completed during the development of the LUF bid and during previous programmes of work.

No key risks identified at this stage. Key dependency for progressing to next stage is the receipt of LUF funding.

Milestone 2.2 – RIBA stage 3 and submission of planning application (October 2022 – November 2022)

Production of detailed design works, including structural engineering strategy and detailed drawings. Full planning application submission following next stage of approval from members.

Milestone 2.3 – Tender issue and contract award (November 2022 – April 2023)

Council to commence and complete the procurement exercise, resulting in appointment of construction partners to deliver the refurbishment and necessary maintenance of the Leek Market building. The Council's approach to procurement has been discussed throughout this section. This contract will be overseen by the Council's Procurement Lead in accordance with CPR2015.

- Risk – Council are unable to find construction partner to deliver the works on Leek Market, meaning works are delayed and the timetable for delivery is pushed back. Increased costs could be incurred during further efforts to secure a provider.

- Mitigation – The Council has undertaken pre market testing activity which has evidenced parties interested in bidding for the construction works. The Council has strong links to local construction firms having used them on a variety of recent capital projects, and is confident in the existence of a market to deliver the services.

Milestone 2.4 – Construction Phase (April 2023 – October 2023)

Council's selected construction partner will deliver bulk of construction works Leek Market. Stage will be lead by the selected construction partner and overseen by Council Procurement Lead and Project Sponsor, with support

from the Project Manager. Council to hold monthly progress meetings with the construction partner to discuss delivery progress, costings, risks etc.

- Risk – costs associated with project increase. Significant potential (as identified in risk logs) for upward variance due to national inflationary pressure and instability of global markets for core construction materials.
- Mitigation – contingencies set at reasonable level and continually reviewed by the Project Manager during the construction phase.
- Mitigation – Further market testing to take place prior to construction to test market conditions.

Milestone 2.5 – Completion and post occupancy lessons learnt review (November 2023)

Project 3 – Nicholson Institute

Milestone 3.1 – Completion of RIBA Stage 0 and appointment of design team
The Council, as part of the wider procurement of a Project Management Support partner, would appoint a Project Manager for the Nicholson Institute, to oversee the development of the design phase. The Project Manager would feed into the Council's wider governance structures to provide stakeholders assurance throughout the development of the Nicholson Institute.

Council would oversee the procurement of design partners during this phase, through the Procurement Lead and their supporting team. The design partners would work with the Council through RIBA stage 0 to stage 4.

Milestone 3.2 – 3.4 – Approval of RIBA Stage 1, 2 and 3 (October 2022 – June 2023)

The Council's chosen design partners would work closely with the Project Manager and wider project infrastructure to develop the project through the early RIBA stages, ensuring the Council's Cabinet are aware of progress.

The Council's contract management procedures will ensure that the design and project management partners contributing to this phase of development are working to time and budget. This stage involves the following activity:

- Procurement and undertaking of initial site surveys
- Development of RIBA stage 1 cost plan
- Approval of RIBA stage 1 by Cabinet
- Submission of planning pre-application
- Development and approval of RIBA Stage 2 designs
- Development and approval of RIBA Stage 3 designs
- Submission of planning applications

Milestone 3.5 Contractor Procurement (June 2023 – December 2023)

Milestone 3.6 – 3.7 Construction Phase (October 2023 – February 2025)

Milestone 3.8 Reopening and trading

As discussed in section 5 of this bid, it is the Council's intention to fund all works after March 2025 with match funding elements, rather than LUF funding.

Key Dependencies and interfaces

Although the benefits of the projects are interconnected, the delivery of individual projects and project-level interventions can largely be achieved independently. This benefits the delivery of the Programme with a reduction in interdependencies that might otherwise be a problematic risk.

Project management (ongoing throughout project) - The Council will actively manage this project, with the Project Sponsor and Project Manager being supported by a number of other officers as part of the core team. The LUF Project Board will be quickly established post-award and commence reporting into the governance structure outlined within Appendix R.

The Project Sponsor, Project Manager and Procurement Lead will lead on the contract management, risk management and benefits realisation functions, accessing expertise from the contract administrator and external legal advisors as required. The Project Sponsor and Project Manager will also the

procurement and induction of the M&E partner, with the support of the consultants focussed on project mobilisation.

Roles and responsibilities (details of identified personnel given in 6.3.4 below)
Senior representatives from the Council will form a LUF Project Group with responsibility for:

- o Providing strategic governance and oversight of the programme progress within agreed timescales and budget;
- o providing decision and approval of variations;
- o providing mitigation guidance for risks / issues which exceed tolerances.

LUF Project Sponsor will be responsible for the overall delivery of the Leek projects, including managing interdependencies and synergies between the two projects.

Project Managers (external roles) with relevant experience will be assigned for each of the projects. They will be overseen by the Project Sponsor and responsible for implementation of the projects.

Business Support (in-house role) will provide administrative support, ensuring that the appropriate evidence and audit trails are maintained in line with LUF guidance.

Dedicated LUF Leads for key corporate services (in-house roles: finance, legal, procurement) will provide inputs as required by the Project Manager.

Specialist skills required

Specialist skills identified based on the periodic capacity and capability audits will be procured from the market as required (including designers and other architecture design services, additional legal support, evaluation expert, programme management support).

The Council intends to procure additional Project Management and Monitoring and Evaluation capacity to support the delivery of the programme.

Implementation of benefit realisation plans (ongoing throughout project) -
Through the Council's contract management, project management and M&E processes, we will ensure all parties responsible for the delivery of outputs and outcomes identified within this bid report regularly on benefits realisation. The Project Manager will lead on the monitoring and collation of benefits, with regular reporting being fed through the various tiers of project governance.

Where benefits are unlikely to be realised to the required level, this will initially be addressed at an operational level; should these exceed tolerance levels then the issue(s) will be escalated through to the relevant tier of strategic governance for resolution. The Project Sponsor and Project Manager will ensure the external M&E partner is embedded within the project once appointed.

Stakeholder management

Extensive consultation and engagement activities were carried out throughout feasibility, concept and design phases and will continue during project delivery, as detailed in our answer to section 4.1.2. Once funding for the delivery of the programme is confirmed, a detailed Comms and Engagement strategy will be developed.

This will build upon the existing mapping of stakeholders used to inform development of the bid proposal. The LUF Project Group will provide interface with the local stakeholder groups, ensuring that local stakeholders are involved in shaping delivery where appropriate.

Powers or consents needed

Leek L&WBH & Leek Market

The Council owns the site for the new Leek L&WBH and the Leek Market. Internal permission is in place for development work to begin on the asset. Planning applications are required which have been factored into the programme timelines. There is no change in use and there is community support for the scheme, thus planning is expected to be granted. To expedite the process, the Council will begin the application as soon as possible.

Evidence of ownership is attached at Appendix N.

Nicholson Institute

As discussed in the answer to 6.1.10, the Council will work with partner organisations through enhanced governance arrangements to develop the intervention at the Nicholson Institute. The Council does not legally own the Nicholson Institute Building, and so requires permissions from Staffordshire County Council for works. Evidence of this agreement is provided within the letter of support from the County Council (Appendix A5).

Demonstrate that some bid activity can be delivered in 2022-23

Appendix A1 - Table C demonstrates the expected expenditure profiles and Table D the delivery milestones, the later showing considerable activity, leading to the following projected expenditure per package in 2022/23:

Leek Market: [REDACTED]
Brough Park Leisure Centre: [REDACTED]
Nicholson Institute: [REDACTED]
Total: [REDACTED]

All packages / schemes have carried out significant work in terms of surveys, option appraisal, costings and statutory consultations in order to be able to commence as soon as funding is confirmed.

Additionally, consideration will be given to using frameworks rather than full tender exercises where appropriate, which may reduce the time before work can start at each site (see 6.2.1 for further detail about when framework call-offs are being considered).

Risk Management: Set out your detailed risk assessment

A detailed risk log for this programme provided within Appendix Q. Key risks to individual projects and the programme as a whole are considered below:

Risk description: (All projects) Risk of works being more costly than originally identified

Impact:

- Risk that the interventions cannot be completed on time/to budget/to the original and agreed specification/quality
- Risk that identified benefits are only partly realised, or not realised at all.
- Lack of resources available to fund and deliver interventions.
- Potential that Council is required to fund overspends, or request additional funds from third parties.
- Risk of damaging the Council's reputation with local stakeholders, communities and central government.

Mitigations:

- Appropriate financial contingencies identified where possible
- Council has confirmed and authorised level of capital fund allocation to the project
- LUF application/costings includes funding to cover additional resources, identified via robust capacity and capabilities analysis
- Significant market engagement and testing undertaken to date to inform intelligence; particular increased price of steel identified and reflected in costings
- QS costings accessed for all interventions
- LA level contingency included for all interventions (by Qs)
- Re-run of market health check exercise prior to procurement of goods, works and services
- Inflation rate assumed in all calculations (see VfM section for annual totals)
- Close management of costs with third parties, via monitoring of grant agreements and supply contracts, to ensure third party spend is on track

Owner: Programme Sponsor (SMDC)

Costs:

- Contingencies built into costing estimates and programme team capacity/costings
- All propositions' costings include inflation assumptions

Risk description: (Nicholson Institute) Breakdown of relationships between stakeholder groups.

Impact:

- The project depends on strong working relationships between the three key partners: Staffordshire County Council, Staffordshire Moorlands District Council and the College. Breakdown in relationship between stakeholders would cause significant disruption to operational delivery and have financial implications.

Mitigations:

- Clear change management procedures and protocols.
- Clear delineation of roles and responsibilities which all groups commit to at the beginning of the programme.

Costs:

- Not able to identify currently.

Risk description: (Leek Market) Planning and conservation considerations

Impact:

- Aspects of the programme may be delayed due to heritage interest in the building

Mitigations:

- Early engagement with Council planning and conservation officers
- Owner: Programme Manager (SMDC)

Costs:

- None currently identified.

Risk description: (Leisure) Unable to appoint appropriate commercial partner prior to scheduled start of project.

Impact:

- Delays to start of project which would have an impact on completion date.

Mitigations:

- Open tender to commence upon receipt of LUF notification.
- Development of tender documents prior to notification being received.
- Owner: Project Manager (SMDC)

Costs:

- Cost of mitigations embedded within cost estimates and reflected within project team costings.

Provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature

The Council has a demonstrable track record of delivering large scale impactful transformational programmes in partnership with public and private partners. We possess extensive experience of working collaboratively with partners to ensure effective, timely, impactful and affordable delivery. This experience is demonstrated within our core team.

Details of the core team to deliver this project can be found below. As discussed throughout this section, the Council intends to subcontract elements of the delivery of the LUF programme to external providers who will provide project management and monitoring and evaluation support. The Council is yet to appoint these partners, but will begin the procurement exercise upon confirmation that it will receive LUF funding.

The following details are for the Council's core project team. These key team members will remain in place throughout the LUF programme where possible.

Project Sponsor

The Project Sponsor for the Leek programme is [REDACTED] is a Chartered member of the Royal Town Planning Institute with a Master of Philosophy degree in Environmental Planning, postgraduate diplomas in both Management Studies and Creating Sustainable Communities, and Prince 2 trained [REDACTED] has operated at a senior level within local government for over 20 years and at Director level for over 10 years. He has overseen the delivery of a

large scale urban extension at Wakefield for 2000 new homes, employment development and greenspaces, and procured and managed significant capital investment projects in new roads (£66m), bridges (£10m) and Listed Building renovations (£10m).

Leisure Principal Officer – Lead for Leisure Transformation

Rob Wilks is a leisure, health and wellbeing and community development professional with >20 years' experience leading and developing teams, managing capital/revenue projects of varying scale and operational management of multi-faceted leisure, health and wellbeing facilities. Rob is experienced in developing and implementing strategy, using systems thinking and co-production approaches which lead to transformational change in service delivery and associated outcomes.

Assets Oversight and Management

██████████ is a Member of the Royal Institute of Chartered Surveyors (MRICS) for over 17 years with experience across the private and public sector in corporate real estate management, property investment and development. Gained Masters in Real Estate and Diploma in Public Sector Asset Management (CIPFA). Manager of the Assets service and lead property professional within the authority. Oversee the delivery of all property related capital projects across public estate and social housing. Supported in successful Future High Street Funding Bid in Buxton.

Regeneration Lead

██████████ is a qualified Prince2 practitioner with over 20 years' experience of regeneration delivery including large scale and complex transport, housing and employment development, and capital funded infrastructure projects including the management of risk and legal and financial matters. Project management from conception to completion including design, procurement, disposal, acquisition and construction including Future High Streets Fund £6.6m and Housing Infrastructure Project £2.4m. Delivery of heritage led regeneration including £2.5m Heritage Action Zone Project.

Strategic Finance Lead

Martin Owen is a fellow of the Chartered Association of Certified Accountants and Chartered Management Institutes with an MBA and Prince2 trained. Operated in Senior leadership roles for >20 years and an expert in multi-funded projects as an adviser whilst at PwC and Deloitte and as strategic finance lead in several public sector bodies including recent capital programmes for 2 newbuild further education colleges (>£60m), a new Institute of Technology (>£20m), engineering and construction centre (c.£3m) and Skills Hub (c.£4m).

Head of Transformation and OD

Tanya Cooper is a transformation and change management professional with 18 years experience of managing and overseeing council wide transformation programmes and projects. Responsible for the development and implementation of the Councils project management methodology and resourcing requirements.

Project Transformation Officer

Kieran Townsend is a qualified Prince2 Practitioner. Coordinator of the Alliance Transformation Programme with a total of 120 projects. Project managed the mobilisation of a Teckal company 'Alliance Norse' a Joint Venture for Facilities Management and Housing Repairs (c £14m turnover per year)

Set out what governance procedures will be put in place to manage the grant and project

Appendix R provides an overview of the various tiers and functions of governance associated with the LUF programme. The proposed governance arrangements replicate the Council's existing arrangements for capital programme governance.

The Council has designed a LUF programme governance structure that is informed by the following key principles:

Delegated Authority

Establishing clear and effective governance arrangements between the programme and the Council's oversight and scrutiny functions, demonstrating clear pathways into the democratic decision making process. This will ensure that appropriate levels of delegated authority and scrutiny are maintained throughout the lifetime of the programme.

Accountability

As the accountable body, governance arrangements are designed to ensure that Council proactively manages and mitigates risks associated with procurement regulations and subsidy control.

The Programme Sponsor is of appropriate seniority and possesses the decision making powers to ensure timely decisions are made on strategic and operational issues, with clear Terms of Reference determining where escalation is required (to various officers or committees).

Financial Controls

Any delegated powers will be accompanied by Financial Regulations, including spending limits and approval process. The Director of Finance will be responsible for financial controls across the LUF Programme. A dedicated finance lead will have day-to-day responsibility for ensuring compliance, working with LUF Project Managers and Project Board, and reporting to the Director of Finance.

Audit and Assurance

The Council has an in-house internal audit function that is line managed by the CEO and report to Audit and Accounts Committee (Staffordshire Moorlands) and Audit & Regulatory Committee (High Peak) – this is an experienced team led by a qualified professional with SME in assurance in local government environment, including funding arrangements, project delivery and governance.

Significant capital programmes (such as LUF) feature on the annual internal audit plan that is scrutinized and signed off by the respective committees – independent assurance given to the right levels of governance committee. Reports are shared with the lead for the area to feedback matters of factual accuracy and provide management responses to findings then are presented to the Committee. The Council has a follow up process to ensure that agreed actions are delivered

Cyber Security and Data Management

The Council's IT support is outsourced to third party (NEC) who have responsibility for system maintenance, control and upkeep. This contract is closely managed by the Council's IT and procurement teams, with oversight from senior leaders.

All staff working on the LUF programme will be given comprehensive training, with system-maintained monitoring of completion (via on-line tests) and overseen by HR

The Council have a comprehensive Data Protection Policy that will apply to all LUF Programme activities.

Counter fraud, corruption and anti-bribery

The Council operates strong systems of internal control to prevent and systems which are fully compliant with Bribery Act 2010, the Fraud Act 2006 and anti-money laundering regulations. These systems are supported by clear policies supplemented by training for relevant staff. The Director of Finance will oversee compliance and internal audit functions to provide internal assurance of compliance, with clear protocols for investigation if necessary.

Procedures to avoid Conflict of Interests

Potential conflicts of interest will be monitored regularly, with every member of the project team (including suppliers) completing a declaration at the start of their engagement and then annually, or if their circumstances change. The register of conflicts of interest will be maintained and owned by the LUF Project Board.

Code of conduct

Our governance arrangements are aligned with HM Government's Code of Conduct for Recipients of Government General Grants, which are also reflected in the Lewisham Council Employee Code of Conduct.

Programme Governance - strategic accountability and oversight

The strategic accountability and oversight element of our governance structure will run alongside existing Council governance structures.

- o Cabinet reviewed the Council's LUF Round 2 strategy and proposals (all bids) on 21st June 2022. Approval was given to develop and submit bids based on the proposals outlined in the report, with authority given to the Chief Officer and Cabinet Member to amend and submit the final bid (if required).
- o The existing Audit and Accounts Committee, Resources Overview and Scrutiny Panel, Service Delivery Overview & Scrutiny Panel will have a line of sight through the Transformation Board to the day to day delivery of the programme.

Programme Governance – Operational Oversight and Management

The operational elements of our programme governance structure include a monthly LUF Project Board and a LUF Project Team.

LUF Project Board

The Project Board will feed into the Council's existing Transformation Board, which is chaired by the Council's CEO. The Transformation Board oversees the co-ordination of projects across the Council and co-ordinates the monitoring and management of the individual projects.

The LUF Project Board will be chaired by the Council's CEO, acting as the SRO for the programme. Standing members from the Council's strategic corporate services team will be will attend on a regular basis.

Given that the Council is submitting three LUF bids (Leek, Glossop and Cheadle), the intention is for the LUF Project Board to manage the delivery of all projects; progress reporting, financial controls and reporting, risk and issue management, and scrutiny of compliance with procurement and subsidy control functions will be a joint function across both bids/programmes.

The Board will directly manage the implementation of all aspects of the LUF interventions. This will involve active management of delivery plans, procurement activity, contract management and M&E process. The Board will actively monitor delivery progress and spend, and manage risks and issues, with specific focus on high post-mitigation scores (>9). Risks will be escalated to the Chief Officer Team (initially), then on to the Planning, Environment and Economy Programme Board and (finally, if required) to Cabinet to decision.

Day to day management

On a day-to-day basis, the programme will be overseen by the Programme Sponsor and Programme Manager (new post). Each intervention will be managed by a Project & Contract Manager, while a Programme Development Officer will provide programme management support. Links will be established with the external M&E partner once they are appointed, to ensure alignment between programme activity and the M&E function.

If applicable, explain how you will cover the operational costs for the day-to-day management of the new asset / facility once it is complete to ensure project benefits are realised

Please refer to Appendix O for a financial overview of each of the project interventions. These forecasts support the commentary provided below for each of the interventions.

Brough Park Leisure Centre

Income and expenditure modelling shows that the new leisure facilities will become profitable in their first year of operation, FY2025/26.

Current Performance

The income generation of the existing facility is currently [REDACTED] and

expected to reduce in future years without significant investment. Expenditure is currently [REDACTED] and expected to increase in future years as the building deteriorates. The Council is seeking to reverse this deficit position through the refurbishment of Brough Park Leisure Centre.

During the build phase, the current service will continue to incur operational losses. Strict financial controls will be in place during this period to limit costs as much as possible. For the first two years of this phase, the Council's current contract operator, Parkwood, will fund this deficit position. During the following years of the construction phase (years 3 to 5), operational losses will be funded by the Council's Future Leisure Provision Reserve and through existing revenue lines to be set out in the development of the Council's next Medium Term Financial Plan. Leisure Transformation Fund.

Future Performance

The new facility is expected to reach [REDACTED] income in maturity (2026/27) with estimated expenditure [REDACTED]. This increase in income is derived from significant increases in revenue derived from fitness (increase in gym and fitness class users) and swimming. To support this increased activity, premises costs and overheads will increase.

In the second year of full operation (2027/28), on full return of anticipated income and including borrowing payment of [REDACTED] shows a surplus operating position of [REDACTED] without borrowing costs). From this point on, there will be no operational losses for the Council to cover, with revenues continuing to increase at a faster rate than costs. Operational costs will be covered by the increased potential for income generation of the new Brough Park Leisure Centre.

Ongoing Operations

The leisure management procurement documentation will reflect shared risk between Council and operator, with the Council playing a partnership role in supporting achievement of income targets by allocating resources such as the Wellbeing and Place community team to help drive participation from hard to reach groups and attracting external funding opportunities to support programmes such as community referrals and outreach work.

The requirement is placed on the operator to undertake all repairs and maintenance of equipment and plant (including all swimming pool disinfection systems, plant and heating and ventilation systems) and costs are included within the estimated expenditure for the site. In addition, the Council is allowing for lifecycle replacement costs of equipment for the site [REDACTED].

Leek Market

Financial projections for the Leek Market show that the intervention, following completion of the construction phase, will derive annual profits [REDACTED] annum from 2026/27 onward from operational activities, including the removal of an existing parking subsidy to further secure the future of the market. This is a significant improvement from the forecast annual loss of [REDACTED] in the 'no intervention' scenario.

During the period in which construction takes place, existing facilities will continue to generate income, and the operational loss for 2022/23 will be covered through existing Council budgets. The LUF interventions will begin generating additional income steadily in future years.

Costs are forecast to increase in line with increased activity. Costs will be closely managed by the Council to ensure that following the construction phase Leek Market derives an operating profit for the Council. All additional operational costs are forecast to be covered by income generation.

Nicholson Institute

Financial projections for the Nicholson Institute show that the intervention, following completion of the construction phase, will derive profits of [REDACTED].

Income

The Nicholson Institute will drive revenues through a number of sources, which will be used in part to cover the operational costs of running the building.

Costs

Costs are forecast to increase with activity, and will be split across the different participating organisations in line with the existing arrangements.

Impact of borrowings

The amount of borrowing for the programme of work is [REDACTED] which will be borrowed by the Council from the Public Works Loan Board (PWLB). This [REDACTED] and will be funded through increased income generation for each of the projects.

Upload further information (optional)

1. App O - SMDC Financial Projections.xlsx

Set out proportionate plans for monitoring and evaluation

M&E objectives

Our approach to M&E is designed to:

- o Monitor each intervention across the programme, to ensure timely delivery within an agreed cost envelope, to the required quality and realisation of intended benefits.
- o Monitor the early outputs associated with the construction and completion of these interventions (number of jobs created/safeguarded, number of volunteering opportunities created etc).
- o Monitor delivery and short to medium term benefits realisation in real time, to ensure that the programme realises and optimises outputs and outcomes.
- o Monitor risks and issues associated with construction and completion of each project.
- o Assess how well the Council mitigates risks and addressed issues.
- o Answering the 'so what?' question; evaluate the long term impact of each intervention and the programme as a whole, particularly in relation to the impact on existing health and income inequalities that exist across our communities.

For details on the outputs, outcomes and impacts to be measured and realised during and after this programme, please refer to Appendix A1, Table E.

Bid level M&E research questions

Monitoring

Our programme management, governance and monitoring arrangements are designed to provide robust evidence and information in relation to the following questions:

- o Were all identified resources deployed? Were there any challenges in accessing resources/supplies?
- o Has each intervention been completed on time, to the required specification and within budget?
- o Lessons learned - what were the critical success factors? What could have been done differently?
- o How effective were project management and governance arrangements?
- o How well engaged were partners, stakeholders and the community in delivery?

Evaluation

The intention is to measure the direct link between the successful implementation of the programme's interventions and the extent to which market failures have been addressed. Specifically, the following will be considered:

- o To what extent have the systemic challenges and conditions that resulted in market failures been addressed? What (if any) systemic challenges and conditions remain/require further time (or investment) to address?
- o market failures been addressed? What (if any) systemic challenges and conditions remain/require further time (or investment) to address?
- o Has the investment in the Leek L&WBH resulted in:
 - o An increase in the number of residents living healthy, happier and longer

- lives?
- o Residents in Leek experiencing improved outcomes (health, income etc.)?
- o Increased linkages between residents, their communities and public services?
- o An increase in active travel?
- o Reduction in social isolation?
- o A safer public realm?
- o Is there increased economic activity in Leek, and has this led to a more vibrant community?
- o Is there more tourist interest in Leek? Does this translate to footfall and spend?
- o Do the jobs created through increased business confidence/ sentiment/ investment align with the skills and employability of residents in Leek?
- o To what extent has the investment changed perceptions of Leek? (pride in place, business confidence/sentiment, visitor perceptions/pull factors)?
- o Do/will residents in Leek live healthier and longer lives?
- o Has the investment created the necessary conditions for future Council/private investment?
- o Has the investment led to a demonstrable increase in community resilience?
- o Are more young people and young adults choosing to remain and thrive within Leek?
- o Have the interventions positively contributed to the Council's ambitions to be net zero by 2030?
- o What is the BCR for the project (generated Yrs1-5)? Review and refresh of economic and financial model that informs this bid.

Outline of bid level M&E approach

Our approach is informed by the M&E framework issued by central government and the Green & Magenta Book compliant methodology of our appointed external M&E partner (requirement specified during the procurement process). Our proposed approach is outlined below, with further development to be undertaken with our M&E partner when they are appointed.

Monitoring - Our approach to monitoring will focus on the intervention characteristics and outputs/output measures/output indicators (see columns E, G, H and I of our ToC - Appendix I). Data collection will rely on a combination of strong project management functions, contract and grant management and performance management arrangements. Operational progress and performance will be tracked across each intervention, with the Programme Sponsor and Programme Manager working closely with the various Project & Contracts Managers and staff (Procurement Lead, Estates, Finance and Programme Development Officer) to review captured data.

Lessons learnt logs for all interventions will be maintained by Project & Contract Managers, while key KPIs linked to the successful delivery of each intervention will be embedded within contracts agreed with appointed suppliers. We intend to appoint an external M&E partner to support our internal teams to manage monitor and evaluate the programmes.

Monitoring reports will be provided to the various tiers of governance and fed into the wider evaluation process.

Evaluation - Our approach to evaluation will focus on measuring the outcomes and impact derived from the implementation of the interventions. Measures within columns K-L of our ToC have been identified as the most appropriate indicators upon which to base the evaluation of outcomes. A series of 'overall outcomes/impacts' are identified within columns M and O of our ToC.

A 5-year evaluation period has been assumed, allowing for initial findings to be reported at the end of the LUF programme (in April 2025) and the continuation of a longer-term evaluation (to conclude in February-March 2027). Two rounds of surveys will be undertaken to establish baselines (Q2 2023/24) and a follow up (March 2026), involving residents, businesses and visitors.

The majority of outcome and impact indicators identified are currently measured via existing performance management arrangements. Where arrangements are not in place, we will establish arrangements and agree baselines with our appointed our M&E partner (appointed by April 2023).

Below is a summary of key metrics common to each or most of the in-scope

interventions upon which the M&E process will be based:

Inputs

- Value of funding / investment deployed through (LUF and match)

Outputs

- Redevelopment of Market Hall complete
- Refurbishment and reconfiguration of Nicholson Institute complete
- Refurbishment of Brough Park Leisure Centre complete
- Amount of new community centre space created (market)
- Amount of new retail space created (market)
- Amount of existing retail space improved (market)
- Amount of new hospitality space created (market)
- Amount of floorspace repurposed (Nicholson Institute)
- No. of new Wi-Fi hotspots installed (market and Nicholson Institute)
- No. of additional commercial units with broadband access of at least 30Mbps (market)
- Amount of public realm improved
- No. of new car parking spaces
- No. of jobs created / sustained (construction)
- Amount of floor space repurposed
- Amount of new sports centre space created
- Amount of existing hospitality space improved
- Amount of existing office space improved
- No. of new Wi-Fi hotspots installed
- Amount of public realm improved
- No. of EV bays
- No. of new trees planted

Outcomes

- Increase in number of visitors to assets
- Increase in town centre spend
- Number of FTEs created
- Number of FTEs safeguarded
- Number of volunteering opportunities
- (Increase in) footfall in town centre
- (Increase in) no. of cultural events
- (Increase in) no. of visitors to cultural venues
- (Increase in) no. of participants in cultural events
- Longer dwell time in town centre
- Reduced fear of crime
- Improved (mental) health of Leek residents
- EPC rating improvement (market, Nicholson Institute)
- Carbon saving

Impacts

- Increased commercial activity, leading to increased level of regeneration and inclusive growth
- Increased employment opportunities and attraction of outside investment - increased business confidence and sentiment
- Pride in place
- Improved air quality
- Visually impactful development that leads to improved resident satisfaction
- Optimised links between town centre community assets
- Flow-on effects in the local economy in terms of supply chains and expenditure and re-spend within the District and strengthened economic growth in Staffordshire Moorlands

Senior Responsible Owner Declaration

Upload pro forma 7 - Senior Responsible Owner Declaration

Leek Town Centre - LUF Round 2 Pro formas V6.1 Proforma 7 SRO.pdf

Chief Finance Officer Declaration

Upload pro forma 8 - Chief Finance Officer Declaration

LUF Round 2 Pro formas V6.1 Proforma 8 CFO (Leek) 2022-07-21.docx

Publishing

URL of website where this bid will be published <https://www.staffsmoorlands.gov.uk>

Additional attachments

Additional file attachment 1

Upload attachment App A1 - SMDC
LUF_Package_Bid_Costings_Planning_Workbook_V1.6_June_22.xlsx

Additional file attachment 2

Upload attachment App A2 - Economic_benefits_supporting_information_SMDC (1).docx

Additional file attachment 3

Upload attachment App A3 - Diagrams and tables.docx

Additional file attachment 4

Upload attachment App A5 stakeholders letters of support.pdf

Additional file attachment 5

Upload attachment App B - Map.pdf

Additional file attachment 6

Upload attachment App D - Stakeholder consultations.docx

Additional file attachment 7

Upload attachment App E - Leek Market Hall Options Appraisal.pdf

Additional file attachment 8

Upload attachment App F - SM Social Value Analysis.pdf

Additional file attachment 9

Upload attachment App G - Leisure strategy Information Digest SMDC.pdf

Additional file attachment 10

Upload attachment App H V5- site plans.pdf

Additional file attachment 11

Upload attachment	App J - Growth Strategy for Staffordshire Moorlands.pdf
Additional file attachment 12	
Upload attachment	App K - Active_Staffs_Strategy.pdf
Additional file attachment 13	
Upload attachment	App L - SMDC_Green_Infrastructure_Strategy.pdf
Additional file attachment 14	
Upload attachment	App M - Nicholson Institute Business Case.pdf
Additional file attachment 15	
Upload attachment	App N - Ownership Rights.pdf
Additional file attachment 16	
Upload attachment	App O - SMDC Financial Projections.xlsx
Additional file attachment 17	
Upload attachment	App R - Governance.pptx
Additional file attachment 18	
Upload attachment	App S - EQIAs.docx
Additional file attachment 19	
Upload attachment	App C - Proof of match - NI.pdf
Additional file attachment 20	
Upload attachment	App I - Theory of Change_Leek.xlsx
Additional file attachment 21	
Upload attachment	App Q - Risk Log.xlsx
Additional file attachment 22	
Upload attachment	App T - Brough Park Leisure Centre PPE.pdf_safe.pdf
Additional file attachment 23	
Upload attachment	App P - Valuations.pdf
Additional file attachment 24	
Upload attachment	01. Q5.4.4 - Appraisal Summary table.docx

Project 1 Name

Provide a short description of this project

This is part of a package bid to regenerate Leek Town Centre. It includes three interventions which together address longstanding market failures and underpin the Council's wider vision to reinvigorate the local economy and provide improved life outcomes to residents, communities and businesses.

The investment would refurbish, upgrade and modernise Victorian market halls for contemporary business and community use. Specifically, this package involves the refurbishment of the Trestle Market and Butter Market to improve trader facilities to appeal to younger demographics of customers, increasing flexibility of space use, trading hours and long-term market viability.

Provide a more detailed overview of the project

Our vision for Staffordshire Moorlands is to create an 'area with a vibrant and distinctive natural and built environment which welcomes planned growth to create an independent and sustainable economy and offers a high quality of life to the residents, visitors and the business community in North Staffordshire'.

The refurbishment of Leek's Market Halls would see improvements to the town's Victorian market halls and contribute to our vision for the town as a vibrant business hub, offering employment opportunities and creative and artistic space for community use. Proposed works include:

- Installation of 3 food and beverage units.
- Transformation of the "Butter Market Hall" to bring back the Victorian character of the shop frontages.
- Enhancements to customer safety with the installation of Wi-Fi, CCTV, insulation and heating.
- Addition of a further entrance to allow for independent operation of the two market Halls and allow evening and weekend events.

The community will benefit from a more flexible, useable space in the Trestle Market Hall. Transformation of the Butter Market Hall will encourage new businesses into the market with a particular aim to encourage younger entrepreneurs into the space.

This, and the other two packages in our bid, together address a range of market failures (outlined further in section 4.3.5) to enable fulfilment of our vision for Leek and for Staffordshire Moorlands more broadly by strengthening the local economy and/or enhancing local cultural or leisure assets to deliver health and well-being benefits.

Provide a short description of the area where the investment will take place for this project

Physical and economic infrastructure

Leek is a market town in Staffordshire Moorlands. With an attractive historic townscape and in close proximity to the Peak District, the Market Halls remain an important community asset.

Leisure & Tourism has a considerable and growing economic impact in Leek, but lacking attractive cultural and leisure destinations, the tourism economy is highly dependent. The Nicholson Institute is important to reposition Leek's heritage offer. The former silk textile mills offer further opportunities for heritage-led regeneration.

Staffordshire Moorlands has a low business start-up rate, but the self-employment and business survival rates are high. The market as an incubator space for local entrepreneurs can add vibrancy and growth.

Brough Park with its leisure centre and attractive outdoor space also has an important role to play. Considerable capital investment has already been made in the park, which investment in Brough Park Leisure Centre itself will help to fully bring into its own in creating strong public realm linkages.

Community characteristics

Of ca. 21,000 Leek residents only 58.63% are of working age and the 65+ population is expected to grow. Low house prices block the development of a diverse housing mix and limit the scope to attract/ retain more young people.

The Haregate area in immediate proximity to the Brough Park Leisure Centre represents a pocket of deprivation in Staffordshire Moorlands (some LSOAs in most deprived 10% and 20%) with relatively low life expectancy and child poverty has increased 3.5% over the past five years.

Levels of physically active adults are below the England average (62.1% vs. 66.3%) and in 2019-20 Staffordshire Moorlands fell into the lowest 40% of all English districts for sport and recreational facilities.

For map of Leek LUF projects please refer to Appendix B.

Further location details for this project

Project location 1

Postcode	ST13 5HH
Grid reference	398470, 356547
Upload GIS/map file (optional)	
% of project investment in this location	17%

Select the constituencies covered by this project

Project constituency 1

Select constituency	Staffordshire Moorlands
Estimate the percentage of this package project invested in this constituency	100%

Select the local authorities / NI councils covered by this project

Project local authority 1

Select local authority	Staffordshire Moorlands
Estimate the percentage of this package project invested in this Local Authority	100%

What is the total grant requested from LUF for this project?

£2916676

What is the proportion of funding requested for each of the Fund's three investment themes?

Regeneration and Town Centre 100%

Cultural 0%

Transport 0%

Confirm the value of match funding secured for the component project

██████████

Provide details of all the sources of match funding within your bid for this component project

The Council intends to match fund through borrowings of ██████████ on the market revenues. The borrowing is unsecured and the application to PWLB (Public Works Loan Board) will be made on successful confirmation of LUF Grant. The PWLB approval is expected circa 3 months from application.

Value for money

The contribution of the Market project to the Strategic Case is set out below and related to the market failures (MF) set out in the Theory of Change in Appendix I.

Benefit: Gross Value Added from construction

Output/Outcome: New investment in local area

Market Failures:

- MF1: Leek lacks attractive cultural and community leisure destinations

Benefit: Gross Value Added from increased employment

Output/Outcome: Improved employment opportunity

Market Failures:

- MF2: Leek's heritage assets are tired and underdeveloped

Benefit: Improved financial performance

Output/Outcome: Reduced subsidy of operations, break even on costs to operate and potential for profit

Market Failures:

- MF2: Leek's heritage assets are tired and underdeveloped

Benefit: Wellbeing benefits of cultural engagement

Output/Outcome: Additional cultural activities

Market Failures:

- MF1: Leek lacks attractive cultural and community leisure destinations

Benefit: Carbon savings

Output/Outcome: Reduced pollution and carbon reduction

Market Failures:

- MF2: Leek's heritage assets are tired and underdeveloped

Monetised benefits

Part 5 explains the approach used to develop the following benefit estimates for the project:

GVA from construction: £1.33m
GVA from increased employment: £1.63m
Improved financial performance: £0.29m
Improved health and wellbeing: £1.26m
Carbon savings: £0.01m
Present Value Benefit: £4.53m

Please see response to A12 for non-monetised benefits.

Any disruption to the local economy during the works will be managed by works taking place on non-market trade days.

There are no other identified negative impacts.

BCR and value assessment

If it is not possible to provide an overall BCR for your package bid, explain why below

N/A - BCR and VfM provided.

Benefit Cost Ratios

Initial BCR	1.32
Adjusted BCR	1.32

Non-monetised benefits for this project

The following non-monetised benefits of the Market project have been identified:

- Volunteering (potential of 10 new market and community events needing 12 volunteers)
- Contribution to wider economy from increased footfall
- Amenity benefits
- Increased community vibrancy and cohesion.

Whilst these have been identified as potential benefits they have not been assessed due to insufficient evidence.

Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

Could this project be delivered as a standalone project?

Yes - the project could be delivered as a standalone project

Demonstrate that activity for this project can be delivered in 2022-23

Appendix A1 (BID Costings_Planning_Workbook) demonstrates the plans for LUF project activity in 22/23. Namely:

- Work Package 1 (RIBA Stage 0-2): Site surveys, Stage 2 drawings, submission of planning pre application.
- Work Package 2 (RIBA Stage 3): Detailed design work and costing estimates, and submission of full planning application
- Work Package 3 (RIBA Stages 4 and beginning of tendering process): Detailed design and engineering work to produce specification for build partner. Issuing of tender documents for build partner.

The above work packages are scheduled to be delivered between August 2022 and March 2023.

Statutory Powers and Consents

List separately below each power/consents etc. obtained for this project

Planning permission required for proposed developments contained in the LUF bid: Planning pre application to be submitted March 2023. (8 weeks minimum period for challenge period and decision). Detailed application pack for full planning to be prepared in May 2023 and submitted in June 2023. Dates are referenced in detailed project delivery plan (Appendix A1 and answer 6.2.1 of main bid)

Expiry of planning permission (date): Dates to be included on planning application – normally valid for 3 years.

Upload content documents (optional)

Outstanding statutory powers/consents

Planning permission required for proposed developments contained in the LUF bid: Planning pre application to be submitted March 2023. (8 weeks minimum period for challenge period and decision). Detailed application pack for full planning to be prepared in May 2023 and submitted in June 2023. Dates are referenced in detailed project delivery plan (Appendix A1 and answer 6.2.1 of main bid)

Expiry of planning permission (date): Dates to be included on planning application – normally valid for 3 years.

Project 2 Name

Brough Park Leisure Centre Refurbishment

Provide a short description of this project

This is part of a package bid to regenerate Leek Town Centre. It includes three interventions which together address longstanding market failures and underpin the Council's wider vision to reinvigorate the local economy and provide improved life outcomes to residents, communities and businesses.

The project will principally include building a new, larger 25m, 6 lane swimming pool facility to replace the existing pool hall as part of a wider leisure centre transformation; delivering much needed economic, health and well-being benefits to the local community.

Provide a more detailed overview of the project

This investment involves the building of a replacement swimming facility as part of a wider leisure transformation plan. We have an aspiration to develop a large-scale development, reconfiguration and refurbishment of facilities at Brough Park Leisure Centre. The project will principally include building a new, larger 25m, 6 lane swimming pool facility to replace the existing pool hall.

The improvement works will significantly enhance the offering available to residents and provide greater flexibility to help position the facility to become a more central hub, geared towards helping to improve the overall health and wellbeing of local residents and contribute to the wider regeneration of the town.

The works will enable the delivery for a range of wellbeing services that better meet the needs of residents. Through these facility improvements there will be an opportunity to develop closer integration with health system partners and provide interventions and support that have the desired health benefits and engage a greater proportion of the local population, particularly those living with greater disadvantage and those with long term health conditions.

This package bid of three projects together address a range of market failures to enable fulfilment of our vision for Leek, and for Staffordshire Moorlands more broadly, by strengthening the local economy and/or enhancing local cultural or leisure assets to deliver health and well-being benefits. Each component contributes to an uplift in the attractiveness and vibrancy of Leek town centre that would not be achievable by each of the interventions individually.

Provide a short description of the area where the investment will take place for this project

Physical and economic infrastructure

Leek is a market town in Staffordshire Moorlands. With an attractive historic townscape and in close proximity to the Peak District, the Market Halls remain an important community asset.

Leisure & Tourism has a considerable and growing economic impact in Leek, but lacking attractive cultural and leisure destinations, the tourism economy is highly dependent. The Nicholson Institute is important to reposition Leek's heritage offer. The former silk textile mills offer further opportunities for heritage-led regeneration.

Staffordshire Moorlands has a low business start-up rate, but the self-employment and business survival rates are high. The market as an incubator space for local entrepreneurs can add vibrancy and growth.

Brough Park with its leisure centre and attractive outdoor space also has an important role to play. Considerable capital investment has already been made in the park, which investment in Brough Park Leisure Centre itself will help to fully bring into its own in creating strong public realm linkages.

Community characteristics

Of ca. 21,000 Leek residents only 58.63% are of working age and the 65+ population is expected to grow. Low house prices block the development of a diverse housing mix and limit the scope to attract/ retain more young people.

The Haregate area in immediate proximity to the Brough Park Leisure Centre represents a pocket of deprivation in Staffordshire Moorlands (some LSOAs in most deprived 10% and 20%) with relatively low life expectancy and child poverty has increased 3.5% over the past five years.

Levels of physically active adults are below the England average (62.1% vs.

66.3%) and in 2019-20 Staffordshire Moorlands fell into the lowest 40% of all English districts for sport and recreational facilities.

For the map of LUF interventions in Leek, please refer to Appendix B.

Further location details for this project

Project location 1

Postcode	ST13 6AT
Grid reference	398615, 357002
Upload GIS/map file (optional)	
% of project investment in this location	63%

Select the constituencies covered by this project

Project constituency 1

Select constituency	Staffordshire Moorlands
Estimate the percentage of this package project invested in this constituency	100%

Select the local authorities / NI councils covered by this project

Project local authority 1

Select local authority	Staffordshire Moorlands
Estimate the percentage of this package project invested in this Local Authority	100%

What is the total grant requested from LUF for this project?

£10761774

What is the proportion of funding requested for each of the Fund's three investment themes?

Regeneration and Town Centre	100%
Cultural	0%
Transport	0%

Confirm the value of match funding secured for the component project

██████████

Provide details of all the sources of match funding within your bid for this component project

The Council intends to match fund through land contribution of ██████████ and borrowings of ██████████ on Brough Park Leisure Centre revenue. The borrowing is unsecured and the application to PWLB (Public Works Loan Board) will be made on successful confirmation of LUF Grant. The PWLB approval is expected circa 3 months from application

Value for money

The contribution of Brough Park Leisure Centre project to the Strategic Case is set out below and related to the market failures (MF) set out in the Theory of Change in Appendix I.

Benefit: Gross Value Added from construction (not included in BCR)

Output/Outcome: New investment in local area

Market Failures:

- MF3: The ageing Brough Park Leisure Centre is unsustainable to operate and maintain and does not deliver value for money

Benefit: Gross Value Added from increased employment

Output/Outcome: Improved employment opportunity

Market Failures:

- MF3: The ageing Brough Park Leisure Centre is unsustainable to operate and maintain and does not deliver value for money

Benefit: Improved financial performance

Output/Outcome: Reduced subsidy of operations, break even on costs to operate and potential for profit.

Market Failures:

- MF3: The ageing Brough Park Leisure Centre is unsustainable to operate and maintain and does not deliver value for money

Benefit: Health benefits of physical activity

Output / Outcome: Improved health benefits for users

Market Failures:

- MF3: The ageing Brough Park Leisure Centre is unsustainable to operate and maintain and does not deliver value for money

Benefit: Wellbeing benefits of physical activity

Output/Outcome: Improved wellbeing benefits for users

Market Failures:

- MF3: The ageing Brough Park Leisure Centre is unsustainable to operate and maintain and does not deliver value for money

Benefit: Carbon savings

Output/Outcome: Reduced pollution and carbon reduction

Market Failures:

- MF3: The ageing Brough Park Leisure Centre is unsustainable to operate and maintain and does not deliver value for money

Benefit: Reduced crime

Output/Outcome: Reduced crime and fear of crime

Market Failure:

- MF3: The ageing Brough Park Leisure Centre is unsustainable to operate and maintain and does not deliver value for money

Benefit: Increased educational attainment
Output/Outcome: Additional training and education activities
Market Failure:
• MF3: The ageing Brough Park Leisure Centre is unsustainable to operate and maintain and does not deliver value for money

Benefit: Increased asset value
Output/Outcome: Refurbished asset
Market Failures:
• MF3 – The ageing Brough Park Leisure Centre is unsustainable to operate and maintain and does not deliver value for money.

Monetised benefits
Part 5 explains the approach used to develop the following benefit estimates for the project:

Residual asset value: £3.98m
GVA from increased employment: £1.95m
Improved financial performance: £2.44m
Improved health: £0.96m
Improved wellbeing: £4.53m
Carbon footprint: £0.07m
Education Attainment: £0.11m
Reduced Crime: £0.00m
Present Value Benefit: £14.05m

Please see response to A12 for non-monetised benefits.

Any disruption to Brough Park Leisure Centre and local economy during the works will be managed by the Council, the Leisure Centre Operator and the appointed contractor.

There are no other identified negative impacts.

BCR and value assessment

If it is not possible to provide an overall BCR for your package bid, explain why below

BCR and Vfm provided.

Benefit Cost Ratios

Initial BCR	1.26
Adjusted BCR	1.27

Non-monetised benefits for this project

The following non-monetised benefits of Brough Park Leisure Centre project have been identified:

- Volunteering
- Contribution to wider economy from increased footfall
- Amenity benefits
- Increased community vibrancy and cohesion.

Whilst these have been identified as potential benefits, they have not been assessed due to insufficient evidence.

Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

Could this project be delivered as a standalone project?

Yes - the project could be delivered as a standalone project

Demonstrate that activity for this project can be delivered in 2022-23

Appendix A1 (BID Costings_Planning_Workbook) demonstrates the plans for LUF project activity in 22/23. Namely:

- Work Package 1:
Appointment of design team
Initial surveys and investigations
Design for refurbishment work
Initiation of procurement for construction partner (to begin in March 2023 and complete in January 2024)

The above work packages are scheduled to be delivered between September 2022 and March 2023.

Statutory Powers and Consents

List separately below each power/consents etc. obtained for this project

Planning permission required for proposed developments contained in the LUF bid: Planning pre application to be submitted February 2023. (8 weeks minimum period for challenge period and decision). Detailed application pack for full planning to be prepared in April 2023 and submitted in June 2023. Dates are referenced in detailed project delivery plan (Appendix A1 and answer 6.2.1 of main bid)

Expiry of planning permission (date): Dates to be included on planning application – normally valid for 3 years.

We would begin the process of submitting a planning application on confirmation that funding for this element of the project has been secured.

Environmental surveys: the land has already been surveyed, but environmental search to be completed when the grant is approved.

Upload content documents (optional)

Outstanding statutory powers/consents

Planning permission required for proposed developments contained in the LUF bid: Planning pre application to be submitted February 2023. (8 weeks minimum period for challenge period and decision). Detailed application pack for full planning to be prepared in April 2023 and submitted in June 2023. Dates are referenced in detailed project delivery plan (Appendix A1 and answer 6.2.1 of main bid)

Expiry of planning permission (date): Dates to be included on planning application – normally valid for 3 years.

We would begin the process of submitting a planning application on

confirmation that funding for this element of the project has been secured.

Environmental surveys: the land has already been surveyed, but environmental search to be completed when the grant is approved.

Project 3 Name

Nicholson Institute Refurbishment

Provide a short description of this project

This is part of a package bid to regenerate Leek Town Centre. It includes three interventions which together address longstanding market failures and underpin the Council's wider vision to reinvigorate the local economy and provide improved life outcomes to residents, communities and businesses.

This project will transform the historic Nicholson Institute (a Grade II listed building in the Leek Town Centre Conservation Area), refurbishing the lower ground floor and creating a dynamic new offer for the town, providing an improved public library, museum, event/exhibition space, and student welfare facilities for Buxton and Leek College.

Provide a more detailed overview of the project

Redevelopment of the Nicholson Institute - a Grade II* listed building within Leek Town Centre Conservation Area currently used as a public library and museum. This project will transform the Nicholson Institute, refurbishing the lower ground floor and creating a dynamic new offer for the town, providing an improved public library, museum, event/exhibition space, and student welfare facilities for Buxton and Leek College.

The lower ground floor, which currently lies empty, will be converted into a flexible student welfare facility that incorporates a chaplaincy and employability advice space. The ground floor library area will be redesigned to increase the range of services provided at the library to include events and learning opportunities. The basement area will be renovated to provide operational space for the library.

The top floor museum will be redeveloped to provide a better home for the current collection of artefacts that largely relate to the town's past as a centre of silk making and allow a broader range of community activity.

Combined with the other two investments in the bid this investment helps to address a range of particular local market failures to enable fulfilment of our vision for Leek and for Staffordshire Moorlands more broadly by strengthening the local economy and/or enhancing local cultural or leisure assets to deliver health and well-being benefits.

Each component contributes to an uplift in the attractiveness and vibrancy of Leek town centre that would not be achievable by each of the interventions individually.

Provide a short description of the area where the investment will take place for this project

Physical and economic infrastructure
Leek is a market town in Staffordshire Moorlands. With an attractive historic townscape and in close proximity to the Peak District, the Market Halls remain

an important community asset.

Leisure & Tourism has a considerable and growing economic impact in Leek, but lacking attractive cultural and leisure destinations, the tourism economy is highly dependent. The Nicholson Institute is important to reposition Leek's heritage offer. The former silk textile mills offer further opportunities for heritage-led regeneration.

Staffordshire Moorlands has a low business start-up rate, but the self-employment and business survival rates are high. The market as an incubator space for local entrepreneurs can add vibrancy and growth.

Brough Park with its leisure centre and attractive outdoor space also has an important role to play. Considerable capital investment has already been made in the park, which investment in Brough Park Leisure Centre itself will help to fully bring into its own in creating strong public realm linkages.

Community characteristics

Of ca. 21,000 Leek residents only 58.63% are of working age and the 65+ population is expected to grow. Low house prices block the development of a diverse housing mix and limit the scope to attract/ retain more young people.

The Haregate area in immediate proximity to the Brough Park Leisure Centre represents a pocket of deprivation in Staffordshire Moorlands (some LSOAs in most deprived 10% and 20%) with relatively low life expectancy and child poverty has increased 3.5% over the past five years.

Levels of physically active adults are below the England average (62.1% vs. 66.3%) and in 2019-20 Staffordshire Moorlands fell into the lowest 40% of all English districts for sport and recreational facilities.

For the map of LUF interventions in Leek, please refer to Appendix B.

Further location details for this project

Project location 1

Postcode	ST13 6DW
Grid reference	398510, 356683
Upload GIS/map file (optional)	
% of project investment in this location	20%

Select the constituencies covered by this project

Project constituency 1

Select constituency	Staffordshire Moorlands
Estimate the percentage of this package project invested in this constituency	100%

Select the local authorities / NI councils covered by this project

Project local authority 1

Select local authority Staffordshire Moorlands

Estimate the percentage of this package project invested in this Local Authority 100%

What is the total grant requested from LUF for this project?

£3432442

What is the proportion of funding requested for each of the Fund's three investment themes?

Regeneration and Town Centre 0%

Cultural 100%

Transport 0%

Confirm the value of match funding secured for the component project

██████████

Provide details of all the sources of match funding within your bid for this component project

The total value of match funding secured to date is ██████████ which has been committed by Staffordshire County Council towards the project. See evidence of contribution in Appendix C.

No other match funding has been secured for the project. However, the Council intends to cover the remaining funding gap ██████████ through prudential borrowings. Borrowing costs will be met through increased revenues from the refurbished Nicholson Institute. The borrowing is unsecured and the application to PWLB (Public Works Loan Board) will be made on successful confirmation of LUF Grant. The PWLB approval is expected circa 3 months from application.

Value for money

The contribution of the Nicholson Institute to the Strategic Case is set out below and related to the market failures (MF) set out in the Theory of Change in Appendix I.

Benefit: Gross Value Added from construction (not included in BCR)

Output/Outcome: New investment in local area

Market Failures:

- MF1: Leek lacks attractive cultural and community leisure destinations

Benefit: Improved financial performance

Output / Outcome: Reduced subsidy of operations, break even on costs to operate and potential for profit

Market Failures:

- MF2: Leek’s heritage assets are tired and underdeveloped

Benefit: Wellbeing benefits of cultural engagement

Output/Outcome: Additional cultural activities

Market Failures:

- MF1: Leek lacks attractive cultural and community leisure destinations

Benefit: Increased asset value

Output/Outcome: Refurbished asset

Market Failures:

- MF2 – Leek’s heritage assets are tired and underdeveloped

Monetised benefits

Part 5 explains the approach used to develop the following benefit estimates for the project:

Residual asset value: £2.20m

Improved financial performance: £2.48m

Improved health and wellbeing (museum): £4.44m

Improved health and wellbeing (library): £12.02m

Present Value Benefit: £21.14m

Please see response to A12 for non-monetised benefits.

Any disruption to the local economy during the works will be managed by the Council and the appointed contractor.

There are no other identified impacts.

BCR and value assessment

If it is not possible to provide an overall BCR for your package bid, explain why below

BCR and VfM provided.

Benefit Cost Ratios

Initial BCR	5.75
Adjusted BCR	5.75

Non-monetised benefits for this project

The following non-monetised benefits of the Nicholson Institute project have been identified:

- Increased employment opportunities
- Volunteering
- Contribution to wider economy from increased footfall
- Amenity benefits
- Increased community vibrancy and cohesion.
- Carbon savings.

Whilst these have been identified as potential benefits, they have not been assessed due to insufficient evidence.

Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

Could this project be delivered as a standalone project?

Yes - the project could be delivered as a standalone project

Demonstrate that activity for this project can be delivered in 2022-23

Appendix A1 (BID Costings_Planning_Workbook) demonstrates the plans for LUF project activity in 22/23. Namely:

- Work Package 1 (RIBA Stage 0): Appointment of design team
- Work Package 2 (RIBA Stage 1): Procurement of surveys
- Work Package 3 (RIBA Stages 2&3): Submission of planning pre application

The above work packages are scheduled to be delivered between September 2022 and March 2023.

Statutory Powers and Consents

List separately below each power/consents etc. obtained for this project

Nicholson Institute building Owned by Staffordshire County Council. Please see response to question 6.1.10 for detailed response to governance between partners and Appendix A5 for letter of support from Staffordshire County Council committing to close working relationship with the Council.

The Council have support from the building's legal owners to undertake the intended works on the Nicholson Institute. The agreement is covered by and MoU which will be entered into by the Council and the County Council upon receipt of LUF funding. Timescales for the agreement are yet to be finalised. Conditions for the agreement are yet to be finalised but are likely to operate on similar terms to existing arrangements.

Upload content documents (optional)

Outstanding statutory powers/consents

Planning permission required for proposed developments contained in the LUF bid: Planning pre application to be submitted March 2023. (8 weeks minimum period for challenge period and decision). Detailed application pack for full planning to be prepared in May 2023 and submitted in June 2023. Dates are referenced in detailed project delivery plan (Appendix A1 and answer 6.2.1 of main bid)

Expiry of planning permission (date): Dates to be included on planning application – normally valid for 3 years.
