

Apply to the levelling up fund round 2

Submission details

Submission reference	██████████
Created time	Wed, 10 Aug 2022 09:32
Signed-in user	██

What is the legal name of the lead applicant organisation?

Caerphilly County Borough Council

Where is your bid being delivered?

Wales

Select your local authority

Caerphilly (Caerffili)

Enter the name of your bid

Caerphilly Leisure & Wellbeing Hub

Does your bid contain any projects previously submitted in round 1? No

Bid manager contact details

Full name	Robert Hartshorn
Position	Head of Public Protection, Communities and Leisure
Telephone number	01443 811301
Email address	hartsr@caerphilly.gov.uk
Postal address	Penallta House Tredomen Park Ystrad Mynach Caerphilly County Borough CF82 7PG

Senior Responsible Officer contact details

Full name	Mark S Williams
Position	Corporate Director - Economy and Environment
Telephone number	01443 864948
Email address	willims@caerphilly.gov.uk

Chief Finance Officer contact details

Full name	Stephen Harris
Telephone number	01443 863066
Email address	harrisr@caerphilly.gov.uk

Local Authority Leader contact details

Full name	Cllr Sean Morgan
Position	Leader of Caerphilly County Borough Council
Telephone number	01443 864400
Email address	morgas@caerphilly.gov.uk

Enter the name of any consultancy companies involved in the preparation of the bid

Mutual Ventures Ltd
Alliance Leisure Services Ltd
Stride Treglown

Enter the total grant requested from the Levelling Up Fund

£20000000

Investment themes

Regeneration and town centre	50%
Cultural	50%
Transport	0%

Which bid allowance are you using?

Full constituency allowance

How many component projects are there in your bid?

1

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_-_LUF_Single_Project_Costings_and_Planning_Wkbook_v1.5_April_22[1].xlsx

Provide bid name

Caerphilly Leisure & Wellbeing Hub

Provide a short description of your bid

A state of the art and financially sustainable Leisure and Wellbeing Hub located within the town's interchange and active travel corridor.

This flagship community asset will provide innovative, accessible, affordable and needs led facilities designed to encourage healthy lifestyles amongst all residents. Public sector partners and community organisations will access multi-purpose community space to deliver services that target the causes of inequality experienced by residents living in our most deprived wards.

This energy efficient hub is integral to the Caerphilly 2035 regeneration masterplan, supporting the town's economic regeneration through increased footfall, active travel, opportunity and pride in place.

Provide a more detailed overview of your bid proposal

The Caerphilly Leisure & Wellbeing Hub ('L&WBH' or 'the hub') will play a central role within our wider health and wellbeing system and represents the

implementation of one of the Council's strategic priorities; to encourage healthy lifestyles and support our residents to be more active, more often.

Designed to improve the health and life chances of all residents and enhance the resilience of our communities, the hub will strengthen our ongoing drive to reduce social, health and financial inequality across the town and county borough. This visibly impactful and integrated community asset will actively facilitate positive behaviour change, encourage clean economic growth and drive enhanced pride in place.

Our aim is to secure investment in a vital community asset that acts as a catalyst for improved health and wellbeing, enhanced community resilience and ultimately improved living standards and increased life expectancy. Through supporting residents to become healthier, better connected and skilled, our aim is to increase the pace of economic regeneration, while promoting social mobility and productivity, which in turn will lead to increased business confidence/sentiment and private sector investment.

The Caerphilly L&WBH represents a single project that will provide:

- A new, financially sustainable and accessible L&WBH for the people of Caerphilly and beyond.
- An accessible and affordable leisure and wellbeing offer that is attractive to businesses (corporate memberships), residents (memberships and access to a range of free and low-cost services), sports clubs, community groups and a range of public sector partners (schools, GP referrals and social prescribing, youth services, skills providers, Council's Employability Team, third sector organisations etc.).
- A high specification building offering an inclusive, accessible and needs-led leisure offer, including:
 - o A six-lane community swimming pool with pool pod access, learner pool, leisure pool with flumes and interactive water features.
 - o Express wellness spa including spa pool and heat treatments.
 - o Children's adventure soft play integrated with sensory components.
 - o Tag Active Arena / 4 court sports hall.
 - o 2 squash courts.
 - o 110-station fitness suite.
 - o Multi-purpose community room (for multi-agency working, community events, children's parties etc.).
 - o Future studio/group exercise studio, cycling studio, wellbeing suite and consultation room.
 - o Changing rooms, in addition to a reception area and café providing community space.
- A multi-agency led health and wellbeing offer that complements the leisure offer, with the intention to support residents to become more physically and economically active. Services delivered via the hub will align with local needs and system priorities:
 - o Providing a base for public and community partners to deliver programmes, including the Local Health Board and third sector organisations (delivery of wellbeing programmes (e.g. smoking cessation and National Exercise Referral Schemes)).
 - o Gateways to employment, through the delivery of skills training, events and support and the creation of meaningful employment, apprenticeship and volunteering opportunities.
- Affordable multi-purpose community spaces available to third sector organisations, community groups, sports clubs and private residents (for local sport competitions, community events and birthday parties etc.).
- Strong linkages to the regeneration of the town centre regeneration, with the hub being located directly within the town's active travel corridor, with connections to existing footpaths, cycle routes and the enhanced public transport network (via the Transport Interchange Hub).
- High levels of energy efficiency and use of renewable energy (i.e air source heat pumps), resulting in an A rated EPC, in addition to EV charging points (x6) and cycle storage (x24).

Informed by in-depth market segmentation, community engagement and latent demand studies, the new and vibrant leisure offer is designed to cater for all age groups and levels of need. For example, the learner pool will be utilised to deliver the Learn to Swim Programme, the fitness studio will be utilised to deliver a variety of fitness and wellbeing classes including aerobics, high intensity interval training, and low-intensity activities such as Yoga and Pilates.

The Wellbeing Suite will support people aged 55+, including those with long term health conditions, and those rehabilitating by providing a social and non-intimidating environment with state-of-the-art equipment. For full details on how the offer delivered via the L&WBH will support various customer groups, please refer to Appendix L.

Please refer to Appendix B, C1 and C2 for full details regarding the specification, location and layout of the L&WBH.

The L&WBH will be located 660 metres from the town centre's bustling Transport Interchange Hub and situated within the active travel corridor (see Appendix D), promoting accessibility and inclusion, while being well positioned to attract residents from across the county borough and out of area visitors. Increased footfall in and around the town centre and Basin (informed by the evidence-based forecasts for significantly increased numbers of visits to the L&WBH) will actively contribute to the objectives of the Council's Caerphilly 2035 regeneration masterplan for the town centre, including the promotion of the town's leisure quarter and the drive to establish a vibrant evening/night-time town centre economy.

The new location will promote accessibility and inclusion, given its very close proximity to some of our most deprived wards, with residents no longer being required to travel into the town centre to access leisure and wellbeing services (which many residents have identified as a barrier to accessing services). The L&WBH will be located within one of the 10% most deprived LSOAs for access to services deprivation (St James 1).

The Caerphilly Cares service (revenue funded by the Council) will support residents in deprived wards to engage with the hub's health and wellbeing offer. It will also work via the L&WBH to strengthen the significant community resilience that has been established over the pandemic; the hub will act as an important venue for these nascent and essential community and mutual aid groups. It will also provide residents with a link to their natural environment, given the hub's close proximity to The Warren, Wern Ddu, Coed Parc-y-Van and Cwmcarn Forest.

The new L&WBH will replace the Caerphilly Leisure Centre ('CLC') which was built in 1962. The dated and energy inefficient CLC will be demolished, providing the opportunity for new and affordable housing. Through the construction of a modern and energy efficient L&WBH that makes best use of renewable energy technology, we will significantly reduce the Council's carbon footprint, spend on utilities and the annual subsidy.

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

Caerphilly County Borough is a unitary authority occupying 28,000 hectares of the South Wales valleys. The population of the county borough was approximately 180,795 in 2017 and has had a growth rate of 1% since 2011, compared to 2% for Wales.

Although the borough has some areas of outstanding natural beauty, there is a legacy of heavy industry. Local employment was historically dominated by the coal and steel industries, but after a long period of decline, major changes have occurred in the social and economic structure, with high levels of unemployment and social deprivation, followed by recent regeneration activity in the most deprived areas of the borough.

According to the 2019 WIMD:

- 62.7% of all lower layer super output areas (LSOAs) within the county borough are in the 50% most deprived in Wales.
- Eleven (10%) of LSOAs are in the 10% most deprived areas across Wales.

The borough contains c50 towns and villages, many of which (particularly in the north) are linear settlements located in the valleys. Caerphilly is the largest town within the county borough, with an estimated population of 42,238 (in 2020).

Informed by the 'ONS Labour Market Profile 2020/21 – Caerphilly' report, the largest employment sector in Caerphilly is the manufacturing industry (20.4% almost double the Welsh average of 11.2%). The health sector employs 13% of employees. In contrast, sectors associated with high wage, high skill employed represent low levels of employment; information and communication (1.1%), financial and insurance activities (1.1%), professional, scientific and technical activities (5.6%). The arts, entertainment and recreation sector provides 1.7% of all jobs, less than the Wales (2.3%) and Great Britain (2.2%) average.

The L&WBH would be located at the Van Road Reclamation site adjacent to Caerphilly Business Park (Plot 5D, Caerphilly Business Park). The land is owned by the Council; it is a vacant brownfield site that is located to the east of the town centre and within the interchange/active travel corridor.

Numerous wards within the Caerphilly parliamentary constituency continue to suffer from acute and deep-seated deprivation; in 2014 St James 3 (which contains a large part of the Lansbury Park estate, 1 mile north of the selected location for the L&WBH) was identified as the most deprived ward in Wales (3rd most deprived in 2019). Conversely, other LSOAs within the constituency are amongst the 10% least deprived (St Martins 1, 4 & 5 and St. Cattwg 4).

Given the ongoing deprivation across the county borough and the demonstrable polarisation that exists between our most and least deprived communities, our case for LUF investment is twofold; the need for investment to address the social, physical, economic and environmental conditions that continue to result in acute inequality in our most deprived wards, whilst Caerphilly itself also requires 'levelling up'.

Caerphilly Business Park overview:

Caerphilly Business Park currently offers 200,000 sq ft of office space. A significant number of units across the Business Park are occupied by companies working under the umbrella of Welsh ICE. Since opening in July 2012 ICE has become the largest community of coworking start-up and micro-businesses in Wales, currently housing over 200 early stage and growth companies with over 350 business being supported. The majority of the companies operate in the digital tech and professional service industries, and the number of individuals supported by companies in and around the community stands at over 700. In 2018 an independent study found that since starting in 2012 ICE members have generated a £53m net benefit to the Welsh economy i.e. for every £1 that was invested in ICE businesses, those businesses went on to create a £22 benefit to the Welsh economy, through jobs created, taxes paid etc. A total of 74% of businesses at ICE have traded with each other and 77% of new businesses survive past their first three years – compared to the UK average of 61%.

Optional Map Upload

Does your bid include any transport projects?

No

Provide location information

Location 1

Enter location postcode CF83 3GS

Enter location grid reference ST163865

Percentage of bid invested at 100%

the location

Optional GIS file upload for the location

App_B_-_L&WBH_map_and_layout[1].pdf

Select the constituencies covered in the bid

Constituency 1

Constituency name Caerphilly

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 Caerphilly (Caerffili)

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 Visitor Economy
Sports and athletics facilities

Select one or more transport sub-categories that are relevant to your investment Active Travel
Buses
EV Infrastructure

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

Match funding arrangements do not rely on the success of any other grant funding applications.

The value of match funding secured as part of this bid is £13,627,940 (41% of total project costs), including:

- £10,621,777 from the Council's Wellbeing and Place Shaping Framework Earmarked Reserve
- £3,006,163 from the Community Infrastructure Levy fund

The above commitment was confirmed by the Council's Cabinet on 29th June 2022. Appendix R provides written confirmation of the Council's commitment in relation to the above funds.

Provide VAT number if applicable to your organisation

655 6458 04.

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 N for the Council's Integrated Impact Assessment which provide details of how the Council has considered equality and diversity issues during the development of the L&WBH proposal.

How the L&WBH will promote community relations:

A lack of affordable high-quality community spaces erodes our town's social capital. Community resilience (as demonstrated by mutual aid and community groups in Lansbury Park during the pandemic) remains largely unsupported, and third sector involvement constrained. The lack of space and the poor building design means that the CLC does not offer appropriate and accessible community space. The lack of flexible space means that activities such as adult education courses, employability sessions, health outreach, children's birthday parties, community events and celebrations etc. cannot currently be delivered in proximity to the communities who would most benefit from this support.

Our intention is to empower local community groups, providing them with a local focal point to organise and deliver services. This will enable increased community resilience, reduce the number of residents 'falling through the cracks'; increased engagement with our residents will lead to improved pride in place, while increasing the local leadership and roles played by the highly valued third sector (Foundational Economy Policy, Welsh Government).

The investment in the L&WBH will achieve this by providing affordable multi-purpose community spaces available to third sector organisations, community groups, sports clubs and private residents (for local sport competitions, community and cultural events and birthday parties etc.).

Additionally, the Caerphilly Cares service (revenue funded by the Council) will support residents in deprived wards to engage with the hub's health and wellbeing offer. In addition, the service will also work via the L&WBH to strengthen the significant community resilience that has been established over the pandemic; the hub will act as an important venue for these nascent and essential community and mutual aid groups.

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

- Amount of new community centre space created (m2)
- Increased community resilience and networks
- Optimising links between L&WBH and other community assets
- Sustainable third sector, including community groups and mutual aid groups
- Town centre becomes a location of choice for quality, facilities, connections to other towns.
- Increased access and usage of community space:
 - o Third sector organisations
 - o Community groups
 - o Residents
- Increased number of engagements facilitated by Caerphilly Cares
- Increased number of residents accessing skills support and advisory services via the L&WBH
- Increased number of visitors to community events
- Increased number of community events
- Increased number of visitors to cultural venues
- Increased number of cultural events

- Increased audience numbers for cultural events

How the L&WBH will help reduce disparities amongst different groups

Please refer to Appendix N for details of the Integrated Impact Assessment which assesses the impact of the proposed L&WBH from the perspectives of age, disability, gender etc.

Communities across Caerphilly continue to experience significant levels of deprivation and inequality. According to the 2019 WIMD, 11 (10%) of the county borough's LSOAs are in the 10% most deprived in Wales, while 62.7% of all LSOAs are in the 50% most deprived.

Numerous wards within the Caerphilly parliamentary constituency continue to suffer from acute and deep-seated deprivation; in 2014 St James 3 (which contains a large part of the Lansbury Park estate) was identified as the most deprived ward in Wales (3rd most deprived in 2019). Conversely, other LSOAs within the constituency are amongst the 10% least deprived (St Martins 1, 4 & 5 and St. Cattwg 4).

The average life expectancy for men and woman in Caerphilly (77.6 years/81.5 years) is less than the less average across Wales (78.2 years/82.2 years) - (as measured by the Slope Index of Inequality). The inequality gap in healthy life expectancy between the most and least deprived areas in Caerphilly amounts to 6.8 years for men and 5.7 for women for the most recent period for which data is available (2010-14). Taking data for 2001/05 and 2005/09 into account, it appears that the trend is for this gap to be gradually narrowing for men and women.

The new L&WBH will promote accessibility and inclusion, given its very close proximity to some of our most deprived wards, with residents no longer being required to travel into the town centre to access leisure and wellbeing services (which many residents have identified as a barrier to accessing services). The L&WBH will be located within one of the 10% most deprived LSOAs for access to services deprivation (St James 1).

Many of the intended benefits associated with the investment in the L&WBH relate to reducing health and income inequality amongst children and young people. By providing more inclusive and accessible provision (swimming lessons in pools designed for C&YP, soft play, TAG etc.) and with schools & colleges establishing closer partnership arrangements with the L&WBH, the intention is to support children and young people to establish and maintain healthy lifestyles. The 'whole family' element of the L&WBH's provision (including facilitation of engagement with vulnerable families by the Caerphilly Cares team) will provide parents with healthy lifestyle and P&EI support (if required) and gateways to employment (including skills advice, events and training), designed to reduce health and income deprivation.

This holistic approach will address the market failures and systemic challenges that currently lead to deprivation and obesity amongst C&YP and increase their chances of continuing in education (NVQ L4 or equivalent). The Caerphilly 2035 regeneration masterplan is designed to attract more private investment and create higher skill, higher wage jobs. By adulthood, today's children and young people will be empowered to secure these jobs, increasing social mobility and the likelihood of them living long and healthy lives in Caerphilly. Ultimately this will increase the town's productivity and pride in place, while reducing the inequality experienced by future generations.

Additionally, the appointed architects have an Inclusive Design Research Group who undertake targeted research around specific user groups, these include Caregivers of Small Children, Dementia, Autism, Designing for Privacy (Gender & Sexual Orientation) and religion amongst others. This research results in a series of design guides which can be used across all projects. The design team employ an Environmental Psychologist who advises on the link between spatial design and user behaviour to understand how the design can impact on participation rates, user wellbeing and project objectives. The project will engage with several of the governing bodies such as Sport England and Swim England to not only understand relevant guidance but also inform it.

The intended benefits to be realised by the L&WBH in relation to reducing

disparities amongst different groups include:

- Reduction in relative IMD position for all wards, including LSOAs identified as experiencing acute deprivation (income, health, access to services, skills)
- Residents more connected to their natural environment
- Lower adult obesity levels
- Higher life expectancy for residents
- Reduce levels of obesity (adults and children) - identified LSOAs
- Reduced levels of income deprivation
- Reduced barriers to services
- Increase number of residents walking or cycling to and from L&WB
- Increase number of residents using public transport to and from L&WBH
- Increase levels of physical activity in children across town and identified LSOAs
- Increase levels of physical activity young people
- Increase levels of physical activity in adults
- Reduced levels of isolation and depression
- Increased participation by people with disabilities & long-term conditions across identified LSOAs
- Increase awareness and knowledge of health and wellbeing – prevention and early intervention agenda – via wellbeing and community events
- Improved mental health and wellbeing of members accessing the facility

How the L&WBH will strengthen integration across the local community:

The L&WBH is designed to provide multi-agency space and multi-purpose community space. The intention is to provide a welcoming, accessible and integrated space for public sector partners to deliver a range of P&EI and skills support services as close to the community as possible. Additionally, community groups and third sector organisations will be able to hire affordable community space.

The L&WBH will host a multi-agency health and wellbeing offer that complements the leisure offer, with the intention to support residents to become more physically and economically active. Services delivered via the hub will align with local needs and system priorities, including:

- Providing a base for public and community partners to deliver programmes, including the Local Health Board and third sector organisations (delivery of wellbeing programmes (e.g. smoking cessation and National Exercise Referral Schemes)).
- Leisure facilities will be increasingly accessed by schools, youth services and other public partners at competitive rates.
- An increased number of community and cultural events via the hub, helping to increase community resilience and strengthen informal community groups.
- Gateways to employment, through the delivery of skills training, events and support and the creation of meaningful employment, apprenticeship and volunteering opportunities.

The Caerphilly Cares service will work via the L&WBH to strengthen the significant community resilience that has been established over the pandemic; the hub will act as an important venue for these nascent and essential community and mutual aid groups.

The intended benefits to be realised by the L&WBH in relation to strengthen integration across the local community include:

- Increased community resilience and networks
- Optimising links between L&WBH and other community assets
- Increased access and usage of community space:

Third sector organisations

o Community groups

o Residents

- A thriving and sustainable third sector, including community groups and mutual aid groups
- Increased number of engagements facilitated by Caerphilly Cares and Employability Team
- Increased number of residents accessing skills support and advisory services via the L&WBH
- Increased number of visitors to community events
- Increased number of community events
- Increased number of visitors to cultural venues

- Increased number of cultural events
 - Increased audience numbers for cultural events
 - Creation of new jobs (higher skilled and higher wage) through private investment in town centre regeneration
 - Increased productivity of town centre and borough wide
 - Increase in pride in place felt by local residents
 - More young people and young adults choosing to remain in Caerphilly
-

Is the support provided by a ‘public authority’ and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?

Yes

Does the support measure confer an economic advantage on one or more economic actors?

Yes

Provide further information supporting your answer

Yes – there is a potential.

LUF awards from the UK Government to Caerphilly County Borough Council (CCBC) may confer an economic advantage to Caerphilly County Borough Council over other local authorities given the LUF weightings for different local authorities.

For the Leisure and Wellbeing Hub project, CCBC could potentially be considered an economic actor for certain planned activities. The existing Caerphilly Leisure Centre (“CLC”) is being demolished and moved to a new site. The new Leisure and Wellbeing Hub is an economic enterprise and the existing site will make way for new housing to be developed.

However, the LUF award is intended to be used to develop and construct the required infrastructure to attract private operators to carry out the construction of the new housing development and the Wellbeing Hub itself. Any private contractors would be subject to a competitive tender process at market rates to ensure there is no further economic advantage to third parties

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?

Yes

Provide further information supporting your answer

Whilst the LUF award is equally available to local authorities, it does prioritise certain local authorities which are considered “most in need of investment” by using an Index of Priority Places. In theory, this means there is a potential for the support measure to be considered specific in benefiting some economic actors over others.

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

Yes, CCBC’s proposal is to develop a new state-of-the-art Leisure and Wellbeing Hub in Caerphilly town centre to replace the CCBC’s existing leisure centre. The introduction of new activities and facilities into CLC will also

increase usage and revenue return.

Even though the project is to improve the existing leisure activities available in Caerphilly by the development of a new Wellbeing Hub, it is considered that there is a potential relevant effect that may distort and/or harm competition to economic actors. For example, the private sector businesses involved in leisure and well-being, particularly SME, operators in the local area of Caerphilly.

Public policy objective principle

Demonstrate below how your bid meets this principle

There are several different organisations and specific public policy objectives and strategies at a national, regional and local level which impact on the proposed facility, including:

- Climb Higher – Creating an Active Wales
- A Vision for Sport in Wales (Sport Wales)
- Turning the tide of inactivity
- Start Active, Stay Active
- Well-being of Future Generations (Wales) Act 2015

CCBC has developed its holistic vision and strategy for sport and leisure in Caerphilly (Sport and Active Recreation Strategy 2019 – 2029). It sets out several approaches for future facility provision including:

- An invest to save strategy which would enable the future rationalisation of some facilities, to enhance the quality and service provision in local communities.
- The development of four strategic, high quality, multi service leisure centres in Risca, Caerphilly, Newbridge and the Bargoed/ Aberbargoed area (the proposed scheme is for Caerphilly).
- Other existing leisure centres would transfer to school management or could close completely to facilitate further beneficial developments (such as town centre regeneration and affordable housing).

Welsh Local Authority considerations:

As a Welsh public body, CCBC must be cognisant of the provisions of the Well-being of Future Generations (Wales) Act 2015 (“the Act”). The Act gives a legally-binding common purpose – the seven wellbeing goals – for national government, local government, local health boards, and other specified public bodies. It details the ways in which specified public bodies must work independently and together to improve the well-being of Wales.

The Act applies to forty-four public bodies in Wales, including CCBC, and it centers around a “sustainable development principle”. This means that CCBC must act in a manner which seeks to ensure that the needs of the present are met, without compromising the ability of future generations to meet their own needs.

In the Act, “sustainable development” means the process of improving the economic, social, environmental, and cultural well-being of Wales by taking action in accordance with the sustainable development principle, which is aimed at achieving the wellbeing goals (see section 4 of the Act).

The provisions of the Act are designed to ensure public bodies fully consider: the long-term goals of the communities which they serve, how to collaborate with people, communities and each other, prevention of problems rather than just dealing with issues reactively and take a more joined-up approach to policy development. This will help us to create a Wales that we all want to live in, now and in the future.

The replacement of the outdated CLC will also contribute to the achieving some of the seven well-being goals listed under the Act, namely:

1. “A prosperous Wales”;
2. “A resilient Wales”;
3. “A healthier Wales”;

4. "A more equal Wales";
5. "A Wales of cohesive communities";
6. "A Wales of vibrant culture and thriving Welsh language"; and
7. "A globally responsible Wales".

UK Government policy objectives:

In harmony with the requirements of the Act, the LUF aims to address and balance regional disparity across the UK by investing in infrastructure focusing on three key investment themes. This particular scheme is seeking to remove the existing CLC, which is outdated and is not fit for purpose as it does not meet the needs of residents and visitors to the County, and to replace it with a new facility. A new housing development will be constructed on the site of the existing CLC.

CCBC has developed a holistic strategy for the provision of sport and leisure. CCBC will use the funding for the following:

- expand the health and fitness offering;
- increase usage and relevance to the local community;
- explore new activities to create a destination for Caerphilly; and
- provide space for new housing stock on the site of the old CLC.

The increased range of sport and leisure activities will result in economic benefits to the wider area and seeks to balance the current regional disparity in a disadvantaged area as further detailed in the LUF application. The increased housing stock in the centre of Caerphilly will also benefit a currently disadvantaged area

Proportionate and limited principle

Demonstrate below how your bid meets this principle

In line with the various policy objectives mentioned above, CCBC have identified several different opportunities to develop new facilities to replace the existing CLC and create a Wellbeing Hub that meets the needs of the community. This could include some or all of the following facilities:

- 4 court sports halls,
- 2 squash courts,
- 6 lane 25 metre pool,
- Leisure water,
- Express spa,
- Café,
- Soft play,
- TAG Active,
- Toning / power assisted studio,
- Community space (TBD in terms of users),
- 100+ station gym,
- 2 studios,
- 1 spin studio, and
- Necessary changing to facilitate all of the above.

Further to devising the above list, CCBC carried out a "supply and demand" analysis and it has identified the following:

- there is demand for a hundred plus stations in the fitness facility, which would deliver a membership of circa 2,333 plus people. A latent demand has been undertaken by the Leisure Database Company (LDB), the latent demand considers the potential level of membership for different mosaic groups and factors in existing or potential membership of other competing gyms in the catchment area.
- There is also demand from the community for swimming facilities. Based on a population of 83,000 there is a demand for 888 square metres of water space (using the Sport England Facility Calculator) within the catchment area of the constituency.
- The Wellbeing Hub focusing on traditional facilities with some non-traditional

leisure facilities also included (as detailed below). Use of the swimming pool and other fitness facilities will contribute to “A healthier Wales”, as required under the Act.

- Additional ancillary facilities such as a power assisted wellness suite, reception and café would add value to the overall mix and attractiveness of the Wellbeing Hub. There appears to be limited competition for adventure play and no competition for TAG Active (a family and group activity for people aged 8 and above). CCBC want the Wellbeing Hub to be a ‘destination’ for leisure activities with the addition of a splash pad, leisure water, TAG Active and adventure play facilities.

The proposed scheme has considered the extensive investigative work commissioned by CCBC to ensure that what is being developed is proportionate and limited to achieving CCBC’s policy and statutory goals.

The proposed project would improve the lives of those living in Caerphilly by balancing the regional disparity they currently experience. The new and improved Wellbeing Hub would also encourage “A Wales of cohesive communities” by attracting visitors from other localities, which would in turn bring further economic prosperity to Caerphilly and contribute to “A prosperous Wales”, as per the Act.

The cost to CCBC to maintain the existing CLC for the year 2019-2020 was £836,000. The financial projections indicate building the Wellbeing Hub should deliver a surplus income in a mature year (year 3) of circa £538,000. Likewise, years 1 and 2 will deliver a surplus income of £101,000 and £346,000 respectively. This additional money can be used to balance social inequality, particularly following Covid-19.

CCBC consider this to be a conservative financial projection compared with other new builds which have been developed recently and have delivered higher surpluses and greater income. This is reflective of the current position and market in Caerphilly.

Change of economic behaviour principle

Demonstrate below how your bid meets this principle

CCBC is the only recipient of the LUF subsidy.

As a result of the award, CCBC will be able to invest in changing its economic behaviour by redeveloping the outdated CLC which is no longer fit for purpose, expanding and developing the leisure and sport facilities in the centre of Caerphilly and balancing the current regional disadvantage which is disparate in comparison to other regions in the UK as a result of lower economical income and resultant spend.

It is anticipated that the award will also deliver a positive change in the economic behaviour of local communities, as set out in the theory of change section of the LUF application. CCBC is under a duty to contribute to “A prosperous Wales”, as defined in the Act, by developing an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work. With a total population of 180,000 across the CCBC constituencies, there is a significant population from which to draw customers. However, the more local population, based on the Caerphilly Assembly Constituency, is circa 83,600 people.

Investment is required to introduce new activities (such as Tag Active and Adventure Play) which can attract new markets to sport and physical activity. It can also attract a wider range of visitor types which will strengthen the community more broadly as it will, amongst other benefits, raise the profile of Caerphilly as a place to live, work and visit, and boost local jobs and regional income – all contributing to “A Wales of cohesive communities” as per the Act. Investing in developing the infrastructure will also attract a wider range of private operators to tender for the construction, operation and maintenance of future development.

As a large local authority, CCBC operating practices must alter post-pandemic so that it can deliver what is needed for residents and, particularly, for future generations. CCBC intends to do this by:

- delivering high quality facilities;
- reducing revenue costs to CCBC, through increased income and reduced running and repair and maintenance costs (such as more energy efficient buildings that does not require significant annual expenditure to keep in working order);
- long term sustainability through the development of a new facility, with reduction in maintenance costs and investment in the facilities to promote; and
- improving environmental benefits for through reduced heat loss, energy consumption and increased energy efficiency within the new homes and Wellbeing Hub.

Without the subsidy, CCBC will not be able to develop the new Wellbeing Hub.

Compensation of costs otherwise funded by beneficiary principle

Demonstrate below how your bid meets this principle

The LUF investment will complement/align to and support other investments from different funding streams which CCBC has applied for or will be applying for at a strategic level.

CCBC considers the LUF funding will bolster its existing plans to improve Caerphilly Borough Council for the benefit of future generations.

While the following funding streams have been considered as beneficial, they will not be sufficient to achieve CCBC's aims and the LUF funding is still required in order to deliver the scheme.

Without the subsidy, CCBC will not be able to develop the new Wellbeing Hub.

UK Shared Prosperity Fund - the Wellbeing Hub will provide a visible and tangible improvement to the leisure offer in Caerphilly for local residents and visitors, giving local communities across the Caerphilly Borough Council reason to be proud of their area. This fund complements the LUF by supporting high quality skills training, supporting pay, employment and productivity growth. This in turn will promote the well-being goal of "A prosperous Wales" under the Act.

Welsh Government Free Swimming Initiative - The Wellbeing Hub will significantly increase the offer and support available to deliver enhanced opportunities for children, families and adults aged 60+ to access free swimming, resulting in increased levels of and participation in physical activity, contributing to "A healthier Wales". It will also support the Wellbeing Hub in the creation of a more connected and "cohesive community".

Sport Wales – Sports Development Funding – The Wellbeing Hub will support a broader range of interventions and programmes in a fit for purpose, aspirational facility. The Wellbeing Hub will support enhanced engagement with targeted groups and with an increased focus upon key priority areas such as obesity and physical literacy to promote and enable "A healthier Wales".

Cardiff Capital Region (CCR) – the LUF funding will support the ambition set out in the CCR Challenge Fund of delivering a facility that has decarbonisation as a central theme, improving the health & wellbeing of local residents through targeted programmes and interventions, and transforming communities through the proposal's links to town centre regeneration. All of which will contribute to the well-being goals under the Act.

Welsh Government Play Sufficiency Funding - The provision of play-based opportunities is a statutory function, however, the LUF funding would add a number of additional layers and opportunities to broaden the scope of the offer across a wider range. This will include collaborations with accredited play providers alongside a significantly improved and safe facility offer targeting an increased age range through soft play and TAG active offer.

Welsh Government Transforming Towns Programme – The Welsh Government Transforming Towns Programme has a ‘Towns Centre First’ approach whereby the public sector is being encouraged to locate services and facilities in town centre locations, encourage footfall and to bring vacant land back into use.

The LUF funding for the Wellbeing Hub will complement this approach and help to build and sustain vibrancy in Caerphilly Town Centre. The project will also enhance the vibrancy and footfall of the Town Centre, by refocusing the effort to move away from the reliance on a shrinking retail sector and offer visitors to Caerphilly a renewed experience.

Caerphilly Residential Optioneering Programme - A programme of optioneering has been developed to establish affordable homes within Caerphilly County Borough and to support the ambition set out in the Caerphilly 2035 strategy

Appropriate policy instrument principle

Demonstrate below how your bid meets this principle

The current leisure facility in Caerphilly is not fit for purpose. Public investment will be needed to replace the facility (as set out in this LUF application). Having considered various options, CCBC consider that the proposed scheme is the most appropriate means to deliver its policy and statutory objectives.

The new Wellbeing Hub will promote community cohesion and the increased range of sport and leisure activities will result in economic benefits to the wider area. Both of these public policy objectives are seeking to redress the balance of current regional disparity in a disadvantaged area, as further detailed in the LUF application. The new houses constructed on the site of the old CLC will also benefit the community by providing new homes during a nationwide housing shortage.

The Welsh Government Transforming Towns Programme is already providing funding to CCBC in the region of £52.175 million. The funding is split across the following projects:

- £20 million – Remediating the Ness Tar Site and the adjacent Pesci Scrapyard Site for comprehensive redevelopment, to strengthen the affordable housing offering in the Caerphilly basin;
- £5.175 million – Town Centre Acquisition Fund. CCBC has provided the match funding for the loan with £575k from Local Authority funds, specifically CCBC’s Regeneration Project Board Development Fund;
- £13 million – The redevelopment of Pentrebanne Street, Caerphilly is a strategic priority in “Caerphilly Town 2035”.
- £9 million – Redevelopment of Park Lane to develop a quality hotel offer of circa 50 bed and associated banqueting/restaurant facilities. This has been costed at circa £9m and Welsh Government, through its Regeneration and Visit Wales departments, have indicated that they will help fund any development viability gap on the project.
- £5 million – Cadw Investment in Caerphilly Castle, to transform it into a world-class heritage attraction.

As the Welsh Government Transforming Towns Programme is already providing substantial funding to CCBC for these other projects (and CCBC itself is match funding some of these projects with its own funding), the LUF funding is a necessity to ensure that CCBC can deliver on Wellbeing Hub project and meet its public policy objectives.

Competition and investment principle

Demonstrate below how your bid meets this principle

The LUF aims to address and balance regional disparity across the UK by investing in infrastructure focusing on three key investment themes. The Wellbeing Hub project intends to redevelop the CLC which is costly to run and is no longer fit for purpose.

CCBC's approach to its "supply and demand" feasibility study has been to undertake:

- An analysis of the catchment area to identify the need for the proposed facilities, including a review of competing facilities and the continued need for some of the other facilities;
- 5-year revenue projections; and
- A review of funding opportunities including both CCBC revenue contribution to capital and external funding.

CCBC's "Business Plan" document sets out "market segmentation". However, this is not a competitive market in the traditional sense as implied by this question. The Sports Council of Wales (SCW) has identified several market segments which can be categorised into different profiles based on age, gender, occupation, housing status, family make-up and socio-economic status. These profiles have implications for how the market segments will participate in sport and leisure activities and physical activity. For example:

- "Gav – 18-25 years old, rented, high participation in sport
- Lisa – 18-35, low income, state benefits, likely to participate
- Steve – 26-45 young family, reasonable participation
- Christine – 36-55 years, low income, part time, lower participation"

(Further examples are provided in the Business Plan.)

The CCBC market segmentation presents an overview of a population that has higher proportion of people who are likely to be more active (reflecting the younger age profile), which has been considered when planning the development new facilities and programmes of use.

CCBC recognises the importance of designing facilities which remove barriers, such as price, accessibility, possible health problems, etc. This would suggest that the provision of facilities which encourage or support use through effective pricing, accessible fitness for deconditioned (such as toning), enhancement of National Exercise Referral Scheme (NERS), would support the more broadly active population.

These findings have been fed into the level of LUF funding which is being applied for and the purpose for which it will be used.

CCBC's requested support measure is proportionate, and does not disproportionately distort, or have negative impacts on the market, particularly because it is replacing an existing facility and is not a new service. Any current SME / private sector gym / leisure provider, or future market entrant, is well-aware of CCBC's leisure centre as a source of competition in the area.

Net positive effects principle

Demonstrate below how your bid meets this principle

The LUF award will be used to develop a new facility to replace the existing CLC which is some 40 years old and does not meet the needs of residents and visitors.

Some of the current issues with the existing CLC include:

- Old, outdated facilities, with potential condition survey costs in the region of £1 million to simply maintain the facility in its existing condition;
- Unwelcoming reception area which does not sell the facility well;
- Small fitness facility, which is oversubscribed and has been developed in converted space; and
- A four-lane pool, which is unsuitable for galas and limits the programme of use, for example, lack of ability to programme lane swimming and lessons.

By investing in the infrastructure to construct a new Wellbeing Hub, all of the above issues can be addressed to create a state-of-the-art sporting and leisure facility for the community, visitors and future generations. The LUF award will be used to address the local challenges and barriers to growth identified in the LUF application form.

By putting the infrastructure in place, and growing the visitor economy to

Caerphilly County Borough, the positive effects will bring a broader benefit to the community; raising the profile of Caerphilly County Borough as a place to live, work and visit, provide jobs and income for local people, encourage a sense of Pride in Place for the local asset, enhance environmental appreciation and protection and increase the financial income and therefore output of CCBC in further investment into the region.

With increased regional levels of economic growth and future investment, private companies from elsewhere in the UK will look at Caerphilly County Borough as a place to invest as well, stimulating further growth to the local region and widening competition to outweigh or eliminate any distortion in the market that may be seen in the immediate future by the LUF award.

The project will not distort competition between the Parties (the UK and the EU) as the benefit to develop the Wellbeing Centre can only happen in Caerphilly. The economic actors that will be used to deliver the work will be procured in an open, competitive, procurement regulation compliant tender process for market rates.

This means that any companies from across the world (including the wider UK and the EU) could compete to deliver the work that is subject to this LUF application.

A key aim of the project proposal is to broaden participation in active recreation and well-being activity which will positively impact on current health and inequalities and inequality of opportunity that are evident in the locality of the proposed location for the project and will support one of the Council's key corporate objectives to create a county borough that supports a healthy lifestyle in accordance with the sustainable development principle within the Well-being of Future Generations (Wales) Act 2015.

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

Wayne David MP

MP's constituency

Caerphilly

Upload pro forma 6

LUF Round 2 Pro formas V6.1 Proforma 6 Caerphilly Leisure and Wellbeing Centre (005) (002) (003) Wayne David MP (003).docx

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

Please refer to Appendix A4 for the Pro Forma 6 (MP formal priority support), along with all other pro formas.

Please refer to Appendix A5 for all letters of support from stakeholders.

Extensive engagement activities have been undertaken with the community and key local and internal stakeholders, with the feedback received informing the design principles that underpin the L&WBH proposition (location, facilities, services, accessibility, pricing etc.) and strengthening the case for change.

Key stakeholders have included the local MP, the local Member of the Senedd (MS), local CCBC Councillors, Caerphilly Town Council, Community Councils, Caerphilly Business Forum, local third sector organisations, as well as Aneurin

Bevan Health Board. Internal stakeholders have included CCBC Cabinet, the Future Generations Advisory Panel, the Partnerships Scrutiny Committee, Caerphilly Youth Service and the Caerphilly Cares team.

Engagement activities have been conducted through both the medium of English and Welsh and have included social media campaigns, questionnaires, online and in person events, community workshops, together with an options appraisal being undertaken to assess numerous sites across Caerphilly (see Appendix E). Locations were appraised by considering ecology issues, site utilities, contribution to the 2035 plan, site planning and planning application history and sustainability. The Council also appraised each location in relation to the market failures identified within section 4.3.2.

Meetings with individuals and groups, that might not normally engage, have also formed an important element of the engagement process; groups have included Caerphilly Youth Forum, Shout Out! (Looked After Children Group), Caerphilly Community Cohesion Forum, Pride Cymru and LGBT Youth Groups.

The Council has a long history of carrying out regular engagement with our communities and therefore we have been able to utilise data, gathered from engagement activities between 2017 and 2022, to inform and design this proposal. Significant engagement exercises have included The Caerphilly We Want – Wellbeing Assessment (2017) (700 respondents), The Caerphilly Conversation' 2021 (approx. 1000 respondents), the Budget Consultation 2022 and the SARS Consultation (2018) (711 responses).

The key themes that emerged from the engagement activities include:

- 96% of respondents agree with the Council's vision to encourage healthy lifestyles and support our residents to be more active, more often (SARS consultation).
- 93% of respondents felt it was important to provide more opportunities for people to be physically and mentally fit (The Caerphilly Conversation 2021).
- Leisure centres ranked alongside waste, roads and highway maintenance, cleansing, schools and parks as being among the services that are of most importance to the area's residents (The Caerphilly Conversation 2021 and Budget Consultation 2022).
- Leisure centres are viewed as community assets
- Access to sport and leisure activities is important for all age groups.
- The ability to remain living in local communities was highlighted as important, with more emphasis needed on improving intergenerational relationships and support.
- The lack of activities and opportunities for young people, with the perception that this can lead to anti-social behaviour.
- The importance of health integration and the prevention agenda.
- Communities were also concerned about access to public transport, with some areas responding that they were well-served, but others noting the lack of integrated transport and their inability to access leisure and work opportunities outside of peak travel times.
- Active travel and the lack of cycle networks in some parts of the county borough were also seen as important, particularly for younger people without access to cars.

The SARS consultation and analysis of service users feedback highlights that the existing CLC looks "worn and out of date", with "very poor and dated facilities".

Others added:-

"The centre really needs updating/refurbishment to be able to compete with other gyms".

"The people of Caerphilly want to be proud of their centre".

A Barriers to Participation Survey, conducted in May 2022, received 200 responses. Of the respondents, 80% wanted to be more active. Barriers to participation included:

- Cost, which is the main barrier for those who are currently active daily (38%) and for those who are not active at all (47%).
- Facilities atmosphere (19%)
- Location of existing leisure facilities (21% of men and 16% of women).

Factors which would encourage participation were:

- Lower cost 40%
- Better facilities 28%
- Better equipment 25%

All of the above engagement activities have informed the L&WBH's specification which will provide innovative, accessible, affordable and needs led facilities designed to encourage healthy lifestyles amongst all residents. The Council recognise the need for further engagement as the design of the L&WBH continues to develop. Engagement activities will involve the local community, wider county borough residents, statutory partners, third sector partners and local businesses. The engagement will be undertaken in line with our Consultation and Engagement Framework 2020-25 and our Team Caerphilly - Better Together strategic change programme, reinforcing the Council's commitment to continuing to develop the project, informed by ongoing community needs.

To ensure that the designs for the L&WBH reflect the diversity of our population (thus ensuring an inclusive leisure and wellbeing offer to all, regardless of physical ability, age, race, sexual orientation of religious belief), the Alliance Leisure Services ('ALS') design team follow Universal Design ('UD') principles when considering both the brief and design for a new leisure build. These principles are informed by the Integrated Impact Assessment for this project (Appendix N).

Has your proposal faced any opposition?

To date there has not been any substantial resistance to this proposal of developing a new L&WBH, in close proximity to Caerphilly town centre; with the local MP and Town Council welcoming the proposed intervention.

It is worth noting that SARS consultation (2018) did identify limited resistance to the Council's wider strategic plans to rationalise leisure provision. However, 84 % of respondents to this consultation agreed with the Council's outcome/need for securing a more efficient and financially sustainable future leisure service provision.

There have also been some concerns raised by residents in the north of the county borough relating to the proposed town centre location of the L&WBH. The selected site is located 660 metres from the town centre's Transport Interchange Hub and situated within the active travel corridor (see Appendix D), promoting accessibility and inclusion. Additionally, the Council is ensuring accessibility and inclusion of leisure and wellbeing provision via the strategic hubs being positioned across the county borough.

The results of the recent Barriers to Participation Survey identified the location of existing leisure facilities as a barrier (21% of men and 16% of women), the proposed location of the L&WBH, 6 to 10 mins walk from the Transport Interchange Hub and within the active travel corridor should address these concerns.

Importantly, from a Council perspective, the preferred site is within LSOA St James 1. As outlined in previous sections, this ward falls in the 10% most deprived group for access to services deprivation and is in close proximity to the LSOAs that constitute Lansbury Park, most of which are experiencing acute levels of deprivation.

The L&WBH is also well positioned to attract residents from across the county and out of area visitors. Increased footfall in and around the town centre and Basin (informed by the evidence-based forecasts for significantly increased numbers of visits to the L&WBH) will actively contribute to the objectives of the Council's Caerphilly 2035 regeneration masterplan for the town centre, including the promotion of the town's leisure quarter and the drive to establish a vibrant evening/night-time town centre economy.

The Barriers to Participation Survey also identified cost as the main barrier for those who are currently active daily (38%) and for those who are not active at all (47%). From a cost perspective, given the age of the current CLC, the reducing customers/revenue, cost of annual subsidies and the current pricing policy (to prioritise children's swimming etc.), the Council is not in a position to offer a more price competitive offer. However, the business plan for the L&WBH demonstrates the increased potential for price reductions on selected services, given the anticipated increase in revenue and savings on subsidies etc.

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?

The site of the L&WBH requires planning permission. The process to secure planning permission is identified within the RIBA Stage 3 work package (see Appendix A1).

Recent assessments and surveys (see Appendix E) have identified road issues (i.e. oversized roundabout) and the active travel corridor needing to be delivered alongside the L&WBH and Transport Interchange Hub projects.

While the L&WBH bid/costings include provision for connecting the hub to existing and new footpaths, cycleways and roads (within the boundary of the hub), a 'red-line boundary' exists for each project; the costings and necessary consents that inform the L&WBH project relate solely to work required within the boundary specific to the hub.

Outside of the L&WBH's red line boundary, the creation of the transport infrastructure linking the L&WBH to the active travel corridor (i.e. the roundabout) is the responsibility of the Transport Interchange Hub projects. These works are outside of the scope of the L&WBH and Transport Interchange Hub LUF bids; this work will be completed by the Council should the L&WBH bid be successful, irrespective of whether the Transport Interchange Hub LUF bid is successful.

All land relating to the active travel corridor is within the ownership/control of the Council & Transport for Wales ('TfW'). Both LUF projects sit within the Caerphilly 2035 regeneration masterplan, meaning that there will be associated works and projects that will be delivered in parallel with the two LUF bids, providing the necessary linkages and access required by the L&WBH. The Council will establish a separate working group to focus on all transport related activities supporting the active travel corridor, to ensure the timely design, receipt of consents and delivery of all access/connectivity requirements relating to the L&WBH.

Appendix E identifies a range of ground condition issues (coal mining risk, flood risk etc.). These are considered to be low risk, with further surveys scheduled as part of the project's delivery plan (see Appendix A1) and risk log (see Appendix M). The issues raised should not impact the project as the delivery plan allows for dealing with these as the design develops and the works proceed. Fees to carry out the relevant surveys required to mitigate these risks are included within the project costings, while the Council possesses the necessary statutory powers to address these issues.

Who is the relevant responsible authority?

Caerphilly

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

Deprivation

Social - Communities across Caerphilly continue to experience significant levels of deprivation and inequality. According to the 2019 WIMD, 11 (10%) of the county borough's LSOAs are in the 10% most deprived in Wales, while 62.7% of all LSOAs are in the 50% most deprived.

Numerous wards within the Caerphilly parliamentary constituency continue to suffer from acute and deep-seated deprivation; in 2014 St James 3 (which contains a large part of the Lansbury Park estate) was identified as the most deprived ward in Wales (3rd most deprived in 2019). Conversely, other LSOAs within the constituency are amongst the 10% least deprived (St Martins 1, 4 & 5 and St. Cattwg 4).

The average life expectancy for men and woman in Caerphilly (77.6 years/81.5 years) is less than the less average across Wales (78.2 years/82.2 years) - (as measured by the Slope Index of Inequality). The inequality gap in healthy life expectancy between the most and least deprived areas in Caerphilly amounts to 6.8 years for men and 5.7 for women for the most recent period for which data is available (2010-14). Taking data for 2001/05 and 2005/09 into account, it appears that the trend is for this gap to be gradually narrowing for men and women.

Health

- 12 (10.9%) of LSOAs fall in the 10% most deprived for the health domain across Wales. Amongst them, St. James 3 was identified as the 7th most deprived.
- The percentage of adults who are overweight or obese is 4% higher than the Wales average of 58%. By 2050 in Caerphilly, it is predicted that 60% of adult men, 50% of adult women and 25% of children will be obese.
- 74% of adults in Caerphilly do not currently meet national physical activity guidelines.

Income deprivation

- 25.7% of residents aged 16-64 were identified as economically inactive in 2021 (Wales average 23.6%, Great Britain average 21.6%) - (ONS Labour Market Profile - Caerphilly).
- 11 (10%) of the county borough's LSOAs fall in the 10% most deprived group for the income domain across Wales. Specifically, St James 3 (8th) and St James 4 (126th) are amongst the wards suffering from the most acute income deprivation.
- 13 (11.8%) of LSOA fall in the 10% most deprived group for employment St James 3 (4th) and St James 4 (96th) are amongst the wards suffering from the most acute employment deprivation in Wales.

Skills

- 10.3% of residents living in Caerphilly aged 16-64 have no qualifications (Wales average 8.2%, Great Britain average 6.6%). Significantly, 33% possess NVQ4 and above (Wales average 38.7%, Great Britain average 43.5%).
- 14 (12.7%) of LSOAs fall in the 10% most deprived for education. St James 3 (24th) and St James 4 (29th) are amongst the wards suffering from the most acute education deprivation in Wales.

Access to services

- One LSOA falls in the 10% most deprived group for access to services deprivation - St James 1. Importantly, this LSOA is where the L&WBH will be located.

These inequalities, and their impact, are likely to become more pronounced as a result of the pandemic and cost of living crisis.

Commercial

Reducing usage and revenue - Given the current age, condition and location of the CLC, the Council is unable to offer residents and businesses a modern, competitive and affordable leisure and wellbeing offer. This impacts the Council and our communities in the following ways:

As demonstrated by the table below, a slow and steady decrease in use of the CLC has been experienced. This has been exacerbated by Covid; however, the decreasing trend from 2006/07 is clear and requires rectifying.

See diagram 1, Appendix A3.

This decline has resulted in significant reductions in Council revenue generated via CLC (see table below), which in turn limits the quantity of revenue funding available to invest in new facilities and equipment.

See diagram 2, Appendix A3.

Appendix F identifies significant latent demand, including the potential for 1,525 new members who would transform the Council's leisure finances.

Increasing Council subsidy - The age and poor condition of the CLC has led to the Council incurring a significant and increasing annual subsidy (in addition to allocated ongoing maintenance allowances) to maintain the centre.

See diagram 3, Appendix A3.

This significant cost results in the Council investing in maintaining the building to keep it operational and the service viable, with limited funding available to purchase new equipment and invest in facilities that would make the centre's leisure offer competitive and aligned to community need. Additionally, the CLC is highly energy inefficient, with spend on utilities well above sector benchmarks. Given the age of the building, the cost of the subsidy (potential condition survey costs in the region of £17.75 million to maintain the facility in its existing condition and keep open - see Appendix K) and the ongoing/future increase in utility costs, the competitiveness of the Council's town centre leisure offer is likely to be further eroded.

Limited ability to improve outcomes and reduce inequalities - Given the health inequality experienced by a significant number of our residents, the current CLC limits the effectiveness of the Council and our partners' efforts to improve health outcomes. The cost to the Council and wider system of more acute needs developing over time will be significant. A focus on healthy lifestyles and prevention/early intervention, via the new L&WBH, will directly contribute to the Council and wider system's ability to address many of the barriers that currently exist and result in poor health outcomes for many of our residents and communities.

Regeneration

Vacancy rates in the town centre have increased by 37% from 7.2% in 2018 to 9.9% in 2021 which is reflective of the decline in town centre footfall in the town centre.

See diagram 4, Appendix A3.

Town centre footfall has been in steady decline in Caerphilly with recorded footfall for 2021 decreasing by 34.5% since 2018, accepting covid as a contributing factor, the 2019 pre-covid footfall was 5.7% down year on year compared to 2018 and is aligned to a low wage base where the average weekly working wage in the county borough in 2020 was £599.70, 3% below the Welsh average of £616.80 and 16% below England at £714.7. Analysis of the footfall data for shows a stark decline in the long-term picture with a

recorded footfall figure of 2,241,282 recorded in 2007 to 1,206,488 in 2019, a fall of 47.4%.

See diagram 5, Appendix A3.

The most recent shopper attitude survey (2019) identified that more than twice as many respondents visited Cardiff (47%) for the bulk of their non-food household shopping needs compared to Caerphilly (21%), representing a significant economic leakage from the local economy. Town centre design and an unattractive environment were identified as the most common aspects of Caerphilly town centre that respondents disliked.

Stakeholder engagement workshops held through the process of developing the Caerphilly 2035 placemaking strategy identified the lack of attractions in the town centre as a barrier to Caerphilly town centre achieving its full tourism and regeneration potential and being able to make a significant contribution to the well-being of the residents of the county borough and the Caerphilly basin.

Summary

Given the ongoing deprivation across the county borough (including the demonstrable polarisation that exists between our most and least deprived communities), in addition to the commercial and regeneration barriers being experienced, the case for LUF investment is twofold; the need for investment to address the social, physical, economic and environmental conditions that continue to result in acute inequality in our most deprived wards, whilst Caerphilly itself also requires 'levelling up'.

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

A financially unsustainable building/L&WB offer:

Analysis undertaken by RPT Consulting (see Appendix G) states that income levels across some services (i.e. swim income) are currently in line with sector benchmarks. However, the majority of the leisure offer is underused, while some services are regularly oversubscribed (i.e. gym and fitness during evenings). Appendix F identifies latent demand of 1,525 memberships in Caerphilly.

Ultimately, the CLC does not provide appropriate levels of space and scope of facilities to deliver a leisure offer that meets the needs of residents and communities. The low and decreasing aggregated usage rates of CLC significantly impact the Council's ability to offer an attractive and competitive leisure offer. A lack of revenue generated via the centre is compounded by a significant annual subsidy, while the poor energy inefficiency of the building results in very high utility costs.

Feedback from customers demonstrates that the condition of the building is having a detrimental impact on activity levels:

The people of Caerphilly want to be proud of their centre.

Lovely staff overall, but very poor and dated facilities.

The centre really needs updating/refurbishment to be able to compete with other gyms and centres alike around the borough.

Lovely staff, hard working staff, but very poor facilities and the building is an absolute eyesore.

Impact of the age and condition of the building on activity levels:

- Research undertaken by Sports England (Moving Communities in Focus - April 2022) concludes that the ability of leisure centres to recover from the financial impact of the pandemic is greater for newer facilities. Given that CLC was built in 1962, the centre is not in a position to actively accelerate the recovery of customer numbers.
- The analysis from Sports England also indicates that the greater the age of the facility, the less likely members of the community are to return. For facilities

which are 20 years or older, the recovery rate (people returning to the facility post Covid-19) is 62.14% in comparison to a recovery rate of 70.26% for facilities less than 10 years in age.

- Potential condition survey costs in the region of £17.75 million to maintain the facility in its existing condition and keep open (see Appendix K).

Data from Sports England (Moving Communities) indicates that the national average subsidy cost is £1.25 per visit.

- The table below demonstrates that the cost of subsidy per visit has been higher than the national average over each of the past 4 years:

See diagram 6, Appendix A3.

An environmentally unsustainable building/L&WB offer

The Council formally declared a climate emergency in June 2019, with full support from all political parties. The Council has committed to being net carbon neutral by 2030. The age and infrastructure of the CLC makes this ambition extremely difficult to achieve; the centre currently has no access to on-site renewable energy (air source heat pumps, solar etc.), while the poor energy efficiency levels result in significant carbon emissions, energy use and cost.

Additionally, given that the centre is not appropriately connected to the public transport network, a significant proportion of customers travel to the centre by private transport.

The cost of attempting to turn CLC into an energy efficient and carbon neutral facility (installing EV charging and air source heat pumps) is prohibitive, while the business case for such an investment would not demonstrate best use of public funds for a facility so close to the end of its useable life.

A L&WB offer with significant barriers to participation

Appendix H highlights a range of push and pull factors identified by local residents. Three quarters of those who are currently undertaking physical activity daily would like to be more physically active. This increases to 87% of those who are not currently active. This demonstrates the desire and demand that exists; the challenge is providing an attractive offer that engages with all residents.

Of those surveyed, a number of barriers to participation were identified. Of the barriers that the Council can control, cost was the main barrier for those who are currently active daily (38%) and for those who are not active at all (47%). Location was identified by 21% of men and 16% of women as a barrier, while a lack of information was highlighted by 20% of active and non-active residents.

This LUF bid is designed to address the location barrier; the L&WBH would be within the active travel corridor and 5-10 minutes walk from the Transport Interchange Hub.

From a cost perspective, given the age of the CLC, the reducing customers/revenue, cost of annual subsidies and the current pricing policy (to prioritise children's swimming etc.), the Council is not in a position to offer a more price competitive offer. Current price points are considered competitive when benchmarked against other local authority leisure offers; the business plan for the L&WBH however demonstrates the increased potential for price reductions or freezes on certain services, given the anticipated increase in revenue and savings on subsidies etc. For example, the intention is to freeze the cost of membership.

A lack of space to deliver integrated wellbeing services and provide community space:

A lack of affordable high-quality community spaces erodes our town's social capital. Community resilience (as demonstrated by mutual aid and community groups in Lansbury Park during the pandemic) remains largely unsupported, and third sector involvement constrained. The lack of space and the poor building design means that the CLC does not offer appropriate and accessible community space. The lack of flexible space means that activities such as adult education courses, employability sessions, health outreach, children's birthday parties, community events and celebrations etc. cannot currently be

delivered in proximity to the communities who would most benefit from this support.

The CLC provides very limited scope for the delivery of integrated health and wellbeing services. Currently, the Caerphilly Cares team are unable to effectively signpost or facilitate those requiring support into engagement with an integrated multi-agency hub. Those requiring support risk 'falling between the cracks'. The result is poorer health and wellbeing outcomes at higher cost. This in turn challenges a trust-based relationship held with residents, further limiting the system's ability to reduce health inequality and provide gateways into employment.

A L&WB offer not aligned to town centre regeneration priorities:

The current CLC does not actively drive economic regeneration. It is located within a housing estate in the Caerphilly Basin; as such it is not ideally or strategically located and not near public transport. There are issues with car parking during busy times. Given the long term decreasing usage of the centre (resulting in reduced footfall and spend in and around the town centre etc.), it is not actively contributing to the Caerphilly 2035 regeneration masterplan objectives. Additionally, given its location and poor accessibility, the CLC is not effectively linked to other community assets and public services.

The limitations of the CLC also impact on job creation and providing gateways to employment. Given cost pressures and physical limitations, the Council is unable to employ more staff and offer more apprenticeships via the centre. This erodes value; as demonstrated by the Nesta 'Future of Skills: Employment in 2030' study that identifies sport and fitness occupations and leisure services as some of the professions with the greatest probability of increased demand in 2030.

Case for government investment:

LUF investment in a new L&WBH would break the cycle of the interconnected market failures identified above, enabling a new model that can generate improved outcomes at lower cost while supporting the wider regeneration of Caerphilly town centre. The investment in a L&WBH will demonstrably lead to increased life expectancy and the creation of higher skill, higher paid jobs.

Should the Council be required to fund the full investment in the L&WBH, there is a significant risk that an over reliance on Council prudential borrowing would result in a large proportion of the revenue generated from the hub being required to offset greater levels of interest and capital payments, rather than being invested in improving the quality and impact of public services.

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

The Caerphilly L&WBH represents a single project that will provide:

- A new, financially sustainable and accessible L&WBH for the people of Caerphilly and beyond.
- An accessible and affordable leisure and wellbeing offer that is attractive to businesses (corporate memberships), residents (memberships and access to a range of free and low cost services), sports clubs, community groups and a range of public sector partners (schools, GP referrals and social prescribing, youth services, skills providers, Council Employability Team and third sector organisations etc.).
- A high specification building offering an inclusive, accessible and needs-led leisure offer, including:
 - o A six-lane community swimming pool with pool pod access, learner pool, leisure pool with flumes and interactive water features.
 - o Express wellness spa including spa pool and heat treatments.
 - o Children's adventure soft play integrated with sensory components.
 - o Tag Active Arena / 4 court sports hall.
 - o 2 squash courts.
 - o 110-station fitness suite.

- o Multi-purpose community room (for multi-agency working, community events, children's parties etc.).
 - o Future studio/group exercise studio, cycling studio, wellbeing suite and consultation room.
 - o Changing rooms, in addition to a reception area and café providing community space.
 - A multi-agency health and wellbeing offer that complements the leisure offer, with the intention to support residents to become more physically and economically active. Services delivered via the hub will align with local needs and system priorities:
 - o Providing a base for public and community partners to deliver programmes, including the Local Health Board and third sector organisations (delivery of wellbeing programmes (e.g. smoking cessation and National Exercise Referral Schemes)).
 - o Gateways to employment, through the delivery of skills training, events and support and the creation of meaningful employment, apprenticeship and volunteering opportunities.
 - Affordable multi-purpose community spaces available to third sector organisations, community groups, sports clubs and private residents (for local sport competitions, community events and birthday parties etc.).
 - Strong linkages to the regeneration of the town centre regeneration, with the hub being located directly within the town's active travel corridor, with connections to existing footpaths, cycle routes and the enhanced public transport network (via the Transport Interchange Hub).
 - High levels of energy efficiency and use of renewable energy (i.e. air source heat pumps), resulting in an A rated EPC, in addition to EV charging points (x6) and cycle storage (x24).
- Please refer to Appendix B, C1 and C2 for full details regarding the specification, location and layout of the L&WBH.

Options considered

Why a L&WBH?

The Council's Sport and Active Recreation Strategy 2019-2029 (see Appendix I) identifies the ambition for the 5 town centres which represent the largest of the borough's population hubs (Caerphilly, Blackwood, Risca, Bargoed and Ystrad Mynach) to be the future focus of strategic leisure provision. These strategic facilities are required to demonstrate strong linkages to transport infrastructure and act as 'travel to' destinations.

Options were considered in relation to the offer to be delivered by the new facility in Caerphilly. Options discounted include the facility being solely for leisure purposes (wet and dry, or just wet). Given the requirement to provide a base for integrated wellbeing services to deliver support close to the communities who most need it, the decision to include a wellbeing offer received strong support from officers, members, partner organisations and residents.

Why Caerphilly?

Given Caerphilly's size of population, the presence of several wards of acute deprivation, and the requirement to support the regeneration priorities identified within the Caerphilly 2035 regeneration masterplan, a strong case exists for establishing a modern and flagship L&WBH in the town to replace the CLC.

Why the proposed site?

An extensive options appraisal exercise was undertaken to assess numerous sites in Caerphilly (see Appendix E). Locations were appraised by considering ecology issues, site utilities, contribution to the 2035 plan, site planning and planning application history and sustainability.

An additional appraisal was undertaken by the Council, to appraise each location in relation to the market failures identified within section 4.3.2. Given that the selected site would be located within the active travel corridor, in close proximity to the Transport Interchange Hub and be in an ideal location to support the regeneration of the town centre, the business park site was identified as the preferred option.

Additionally, the preferred site is located within LSOA St James 1. As outlined in previous sections, this ward falls in the 10% most deprived for access to

services and is near the LSOAs that constitute the Lansbury Park estate, with communities living within the estate experiencing acute and generational deprivation.

Upload Option Assessment report (optional)

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

Appendix O sets out how the Theory of Change ('ToC') was constructed. The ToC output is held in Appendix P, while the targets associated with specific measures are held in Appendix A2.

Research, performance review and stakeholder engagement helped identify the key market failures relation to health, wellbeing, energy inefficiency and economic regeneration. As a project, the L&WBH has been designed to tackle these overall problems, with various characteristics of the hub addressing one or more market failures. Each element of the hub's main characteristics (building design, services and functions, allocated space, connectivity and energy efficiency etc.) will deliver some outputs and deliver some outcomes specific to at least one market failure, however, it is through the combination of these elements that the greater impact is expected to be felt. The Council has therefore considered the Theory of Change from both a top-down and bottom-up approach.

See diagram 7, Appendix A3.

Our ToC in action

One of the intended benefits associated with the investment in the L&WBH relates to reducing health and income inequality amongst children and young people. By providing more inclusive and accessible provision (swimming lessons in pools designed for C&YP, soft play, TAG etc.) and with schools & colleges establishing closer partnership arrangements with the L&WBH, the intention is to support C&YP to establish and maintain healthy lifestyles. The 'whole family' element of the L&WBH's provision (including facilitation of engagement with vulnerable families by the Caerphilly Cares team) will provide parents with healthy lifestyle and P&EI support (if required) and gateways to employment (including skills advice, events and training), designed to reduce health and income deprivation.

This holistic approach will address the market failures and systemic challenges that currently lead to deprivation and obesity amongst C&YP and increase their chances of continuing in education (NVQ L4 or equivalent). The Caerphilly 2035 regeneration masterplan is designed to attract more private investment and create higher skill, higher wage jobs. By adulthood, today's children and young people will be empowered to secure these jobs, increasing social mobility and the likelihood of them living long and healthy lives in Caerphilly. Ultimately this will increase the town's productivity and pride in place, while reducing the inequality experienced by future generations.

Our ToC

The L&WBH is designed to address market failures via a series of targeted and complimentary interventions and outputs. Below are details on how we will deliver the outputs and an identification of the results are likely to flow from the L&WBH.

- Output - Construction and operation of a financially sustainable leisure centre
 - o How:
 - Council to oversee further design and construction (via ALS and construction partner) of the L&WBH.:
 - Completion of construction, testing and soft landing (on time, to budget and within quality specification) of modern leisure and wellbeing facilities
 - L&WBH operational – operated by the Council
 - L&WBH linked to existing/future active travel corridor and Transport Interchange Hub infrastructure
 - o Results:

L&WBH opening date, including full completion of specification (facilities and equipment, energy efficiency, air source heat pumps etc.)

Amount of sports centre space created (m2)

Amount of new community centre space created (m2)

Amount of new retail space created (m2)

Amount of hospitality space created (m2)

Amount of new office space created (m2)

Amount of rehabilitated land (m2)

Completion of linkages to active travel corridor infrastructure

Increase in customers accessing leisure and wellbeing offer

Commencement of new membership bookings - (to increase from CLC baseline)

(residents/corporate) - (to increase from CLC baseline)

Value of revenue generated via the L&WBH (to increase from CLC baseline)

Level of subsidy required for investment by the Council (to decrease)

Level of maintenance (corporately held budget) required for investment by the

Council (to decrease)

Value of funding reinvested by Council to improve/sustain leisure and wellbeing

offer (to increase)

• Output - Construction and operation of an energy efficient centre

o How:

Council to oversee further design and construction (via ALS and appointed construction partner) of the L&WBH:

• Construction of new Caerphilly L&WBH, including modern net zero renewable

energy technology and insulation, dedicated car park with EV charging

o Results:

Number of sites cleared

Number of alternative fuel charging/re-fuelling points (to increase from CLC baseline)

Number of air source heat pumps etc. - (to increase)

Amount of new green or blue space created/improved (m2)

Energy efficiency savings modelled through EPC improvements - (reduced reliance on energy companies through increased use of on-site generated energy, in addition to improved energy efficiency) - (to increase)

Number of new trees planted

Improved air quality

Reduced carbon emissions

Reduced pollution levels

• Output - Delivery of modern leisure and wellbeing facilities

o How:

Construction and operation of new L&WBH, enabling delivery of needs led, competitive, affordable and accessible leisure and wellbeing services

o Results:

Number of residents accessing L&WBH for physical activity

Number of physically active residents

Number of schools, sports clubs, community groups and other stakeholder accessing the hub

Number of referrals via National Exercise Referral Schemes

Reduction in identified latent demand across all market segments

No. of residents accessing multi-agency P&EI services via the L&WBH

No. of residents reporting reduction in the barriers to participation (using 2022 survey as baseline)

Number of children able to swim 25m by aged 11

Reduction in adults presenting as overweight or obese

Reduction in children presenting as overweight or obese

Number of adults meeting agreed national guidelines for physical activity

Number of primary school aged children participating in post school, extra curricular sport and active recreation

Reduction in those presenting with a chronic disease or illness such as heart disease

Percentage of young people identified as 'Hooked on Sport'

• Output - Operation of L&WBH with space to deliver integrated wellbeing services and provide community space

o How:

L&WBH opening date, allowing for integrated community services to be delivered. Commencement of Caerphilly Cares team supporting residents to access the L&WBH

Community space available for booking/use

o Results:

Amount of new community centre space created (m2)

Usage of community space:

- Third sector organisations
- Community groups
- Residents

Number of engagements facilitated by Caerphilly Cares

Number of residents accessing skills support and advisory services via the L&WBH

Number of visitors to community events

Number of community events

Number of visitors to cultural venues

Number of cultural events

Audience numbers for cultural events

• Output - A leisure and wellbeing offer aligned to Caerphilly 2035 regeneration masterplan objectives

o How:

Council to oversee further design and construction (via ALS and appointed construction partner) of the L&WBH:

• Connection of L&WBH to active travel corridor, involving completion of links between existing/future active travel infrastructure and the L&WBH (Construction of walkways and cycle paths to link new L&WBH to existing/future walk, cycle and road infrastructure) - NB. Outside of the L&WBH's red line boundary, the creation of the transport infrastructure linking the L&WBH to the active travel corridor (i.e. the roundabout) is the responsibility of the Transport Interchange Hub project. These works are outside of the scope of the L&WBH and Transport Interchange Hub LUF bids; this work will be completed by the Council should the L&WBH bid be successful, irrespective of whether the Transport Interchange Hub LUF bid is successful.

o Results:

Jobs created/safeguarded & sustained

Apprenticeship roles created/filled

Volunteering opportunities/roles created/filled

Total length of new cycle ways

Total length of new pedestrian paths

Number of new car parking spaces

Total length of new road

Number of new public Wi-Fi hotspots installed

Amount of new green or blue space created (m2)

Increased footfall in town centre

Change in footfall (increase)

Change in cycle flow (increase)

Change in pedestrian flow (increase)

Improved air quality

Reduced carbon emissions

Reduced pollution levels

Reduced fear of crime/town centre crime levels

Reduced isolation

Percentage of residents who speak Welsh (increase)

Increased pride in place

Increased business confidence

Increased business sentiment

Summary - The ToC output (Appendix P, columns N and O) identify numerous longer-term impacts, including:

Health and wellbeing

- Reduction in relative IMD position for all wards, including LSOAs identified as experiencing acute deprivation (income, health, access to services, skills)
- Residents more connected to their natural environment
- Lower adult obesity levels
- Higher life expectancy for residents
- Reduce levels of obesity (adults and children) - identified LSOAs
- Reduced levels of income deprivation

- Reduced barriers to services
 - Increase number of residents walking or cycling to and from L&WBH
 - Increase number of residents using public transport to and from L&WBH
 - Increase levels of physical activity in children across town and identified LSOAs
 - Increase levels of physical activity young people
 - Increase levels of physical activity in adults
 - Reduced levels of isolation and depression
 - Increased participation by people with disabilities & long-term conditions across identified LSOAs
 - Increase awareness and knowledge of health and wellbeing – prevention and early intervention agenda – via wellbeing and community events
 - Improved mental health and wellbeing of members accessing the facility
- Community resilience
- Increased community resilience and networks
 - Optimising links between L&WBH and other community assets
 - Sustainable third sector, including community groups and mutual aid groups
- Town centre becomes a location of choice for quality, facilities, connections to other towns.
- Regeneration
- Increased proportion of population with NVQ4 or equivalent
 - Increase in residents involved in apprenticeship opportunities (via L&WBH or other employer)
 - Increase in residents completing skills training courses
 - Increased commercial activity, leading to increased level of regeneration and inclusive growth
 - Increased NNDR
 - Increase employment opportunities and attraction of outside investment - increased business confidence and sentiment
 - Increase in pride in place felt by local residents
 - Residents have a reduced need to travel to other towns for leisure and physical activity facilities
 - Increased proportion of population with NVQ4 or equivalent
 - Creation of new jobs (higher skilled and higher wage) through private investment in town centre regeneration
 - Increased productivity of town centre and borough wide
 - More young people and young adults choosing to remain in Caerphilly
- Net zero
- Improved air quality
 - Reduced carbon emissions

Theory of change upload
(optional)

App_P_-_ToC_output[1].xlsx

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

Leveraging private funding

The L&WBH has been primarily designed to increase sport and active recreation across Caerphilly. The Council and our partners share an ambition to increase levels of activity and engagement with all residents and communities, with the intention of improving health outcomes and reducing inequality. The L&WBH's business model is predicated on reversing the current downward trend in usage of the CLC; by offering an innovative, modern and needs led leisure and wellbeing offer. Given the anticipated increase in the number of residents/customers, the level of revenue generated by the L&WBH will be in excess of that generated by the CLC currently (see Appendix Q).

Additionally, the Council is 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 hub, as evidenced by the identification of significant latent demand (see Appendix F and G). Leveraging this private investment into the hub is a central aspect of the L&WBH's commercial model.

Our commercial model is informed by the recently undertaken feasibility study, which identifies the following latent demand:

- There is demand for a 100+ station fitness facility which would deliver a membership of circa 2,310 (including the c808 existing members)
- There is a demand for swimming facilities from the community, and the facility should be focused on traditional facilities with some leisure facilities
- Additional ancillary facilities such as toning, reception and café would add value to the overall mix and attractiveness of the facility
- There appears to be limited competition for adventure play
- There appears to be no competition for Tag
- To create a 'destination' the addition of a splash pad & leisure water is recommended

The feasibility study identifies the following recommendations that inform the specification for the L&WBH:

- There is a need for improved swimming facilities and increased health and fitness facilities
- Additional facilities to attract new markets (such as Tag Active and Adventure Play) would aid in the recovery from Covid and improve physical activity levels
- Ancillary facilities such as toning, spa, splash pad, / leisure water / dedicated community space / reception and café facilities would create an attractive new facility/leisure offer

Informed by the above, the L&WBH will provide the facilities and services to ensure we attract the maximum number of customers and residents from across our communities, while also providing an attractive leisure offer to visitors:

See diagram 8, Appendix A3.

The anticipated increase in activity/private investment generated by the L&WBH is identified within Appendix Q.

Additionally, the L&WBH has an important role to play in the regeneration of the town centre and Basin area. Through its contribution to regenerating Caerphilly, the L&WBH will play an important role in increasing footfall, dwell time, spend and enhancing the visitor economy. The resultant increase in business confidence, sentiment and investment will be further enabled by the focus on skills and a healthy workforce via the hub. Our commitment to creating new and meaningful gateways into employment via the hub, which will result in a higher skill, higher wage workforce, will in turn support the regeneration of the town centre and provide prospective investors with the confidence to invest in the town.

Leveraging public funding

The L&WBH is designed to provide multi-agency space and multi-purpose community space. The intention is to provide a welcoming, accessible and integrated space for public sector partners to deliver a range of P&EI and skills support services as close to the community as possible. Additionally, community groups and third sector organisations will be able to hire affordable community space.

Commercial arrangements relating to these spaces will involve affordable rents 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, leisure facilities will be accessed by schools, youth services and other public partners at competitive rates, resulting in public sector spend at the facility.

We anticipate that our proposed approach will significantly improve outcomes for our communities; through the monitoring and evaluation ('M&E') approach outlined in section 6.4.1, we intend to develop an evidence base that will attract future public sector investment (including further investment from the Local Health Board, Police etc.) to further strengthen the offer. Treating the L&WBH as a pilot, with the ambition to mainstream the approach across the county borough in the future.

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

This bid, with its emphasis on reducing social, health and financial inequality across the town and county borough clearly aligns to support relevant local, regional and Welsh strategies.

Local:

Team Caerphilly Better Together, Corporate Plan 2018-23 (Updated 2021/22)
This plan details the over-arching vision for the Council and is supported by 6 Wellbeing objectives which have been used to prioritise interventions and resource allocation. All 6 of the objectives clearly aligned to this bid:

- Improve education opportunities for all.
- Enabling employment.
- Address the availability, condition, and sustainability of homes throughout the county borough and provide advice, assistance, or support to help improve people's well-being.
- Creating a County Borough that supports a healthy lifestyle in accordance with the Sustainable Development Principle within the Well-being of Future Generations (Wales) Act 2015.
- Support citizens to remain independent and improve their well-being.
- Promote a modern, integrated, and sustainable transport system that increases opportunity, promotes prosperity, and minimises the adverse impacts on the environment.

These objectives are linked to the wider Gwent Public Services Board, Gwent Wellbeing Assessment and the Well-being of Future Generations Act.

A Foundation for Success, Regeneration Strategy 2018-2023:

This Strategy was developed to provide a platform for the continuing transformation of the Council. The vision being:-

“To make Caerphilly County Borough a more prosperous, resilient, healthier, more equal place with strong cohesive communities where everyone is empowered to participate and make a difference, where local achievements are celebrated and visitors are welcomed and residents are proud to say where they are from.”

The strategy has four strategic themes, all of which clearly align with this bid.

- Supporting People; Reducing inequality, building capacity and resilience to create healthier, prosperous, cohesive communities.
- Supporting Quality of Life; Providing the right physical environment for our communities that encourages them to prosper.
- Connecting People and Places; Improving connectivity locally, regionally & globally.
- Supporting Business; Creating employment opportunities, increasing entrepreneurial activities, encouraging innovation & improving access to employment

This strategy also underpins the approach adopted in other local regeneration plans such as the Caerphilly Basin Masterplan and the Caerphilly Town 2035 Masterplan.

Caerphilly Sports and Active Recreation Strategy (SARS) - Supporting Quality of Life and Supporting People 2019-29.

This bold strategy sets out the future purpose and direction for the provision of sport and active recreation within the Council and establishes the key principles and vision to inform future decisions and actions:

‘Our vision for sport and active recreation is to encourage healthy lifestyles and support our residents to be more active, more often’.

The strategy has 3 key outcomes:-

- Better Health
- Healthier and Prosperous Communities
- Securing a more efficient and financially sustainable future offer

The strategy recognises that “any investment to create fit for future generations facilities will first demand rationalisation and savings in order to finance better quality, more sustainable, fit for purpose facilities in strategic locations”.

The SARS Strategy is also aligned to the Masterplan for Sustaining Caerphilly's Landscape and Green Infrastructure (GI) Strategy 2020.

Caerphilly Active Travel Integrated Network:

The L&WBH' will be located 660 metres from the town centre's bustling transport interchange hub and situated within the active travel corridor, promoting accessibility and inclusion. The Council's active travel network and plan is aligned with the regional the Gwent Healthy Travel Charter and the Active Travel Act.

Caerphilly Basin Masterplan:

This plan supports the vision of the Caerphilly Basin becoming a tourist destination, supported by a vibrant leisure and town centre offer, and a place where all within the local and surrounding communities are encouraged and empowered to participate. The proposed leisure and wellbeing hub is a key tenet of this ambition.

The vision for the town is supported by a series of Strategic Objectives which aim to drive its delivery and translate directly into a series of projects and actions that:

- Create a vibrant and accessible visitor
- Create the conditions for the area to become a thriving Metro
- Improve connectivity within the Caerphilly Basin and to other
- Provide a suitable level of community leisure and education facilities to support the potential level of population and housing growth in the Caerphilly
- Support and protect the natural environment and heritage
- Ensure that accessibility for all is embedded in all improvement
- Ensure all of Caerphilly's communities are able to engage and benefit from the Masterplan

Caerphilly Town 2035 Masterplan:

This place shaping plan builds on the Council's Regeneration Strategy - A Foundation for Success and the Caerphilly Basin Masterplan. It develops the detailed vision to establish Caerphilly Town as a key tourist destination, a thriving and vibrant town for the residents and people that it serves and a strategic hub in the Cardiff Capital Region. It defines a series of cores ambitions for the town, key intervention areas and a series of projects that provide a blueprint for making Caerphilly a diverse and successful town centre. The plan also recognises the need to curate a successful residential, office, leisure, and retail market, supplemented by strong placemaking and active town centre management, in order to realise the vision.

Regional:

Aneurin Bevan University Health Board (ABUHB): Building a Healthier Gwent, 2019

This plan sets out the ambition and the key health challenges that need to be addressed for a healthier Gwent by 2030. There are clear links to this proposal in terms of the three themes of the plan:-

- Healthy homes, places and spaces
- Healthy communities
- Health promoting services

ABUHB Integrated Medium Term Plan 2022/25:

ABUHB's strategic plan focuses on improving population health to reduce health inequalities in the region. Priorities include:-

- Getting it right for children and young adults
- Adults in Gwent live healthily and age well
- Older adults are supported to live well and independently

Cardiff Capital Region: Industrial and Economic Plan:

This proposal supports the central themes of the Cardiff Capital Region (CCR) Industrial and economic plan in terms of:-

- Nurturing inclusive economies where no-one is left behind.
- Fostering innovation in business and public services.
- Matching economic and regeneration ambitions with progressive social policies

This plan will also be supported by the Shared Endeavour: Towards A Regional Economic Framework for South East Wales, Cardiff Capital Region (draft).

National:

This proposal has clear alignment with a variety of Welsh Government's strategies and plan, many of which focus on health, well-being, the prevention agenda and the provision of integrated services; in particular the Well-being of Future Generations Act and A Healthier Wales: our Plan for Health and Social Care.

The above are supported by the following Strategies and plans:-

- The National Clinical Framework
- Creating an Active Wales
- Sport Wales Strategy 2019
- Getting Wales Moving
- Health Weight: Healthy Wales obesity strategy
- Healthy Schools Strategy.

Welsh Government Economic Action Plan (EAP) has set a direction for a broader and more balanced approach to economic development, with a focus on place and making communities stronger and more resilient. The EAP places a greater emphasis on tackling inequality, promoting inclusive growth through a new focus on the foundational economy, supporting business, investing in the skills people need to enter, remain and progress in work and the infrastructure communities need to be connected and vibrant.

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

This bid is designed to support our residents to lead healthier, longer lives. We aim to create the conditions that will lead to a healthier and more skilled workforce, which will drive regeneration, improve living standards and inclusive growth, resulting in increased opportunities and productivity. We want all of our residents to have the same opportunities as those in other parts of the United Kingdom; given Caerphilly's location, a thriving and productive Caerphilly with strong trade and cultural links to England will contribute to a strengthening of the Union.

The L&WBH proposal is entirely aligned with the Government's Levelling Up ambitions and is focused on the 'infrastructure that improves everyday life... including town centre and high street regeneration... supporting people to increase their physical activity.' Levelling Up is targeted at areas most in need; our bid is focussed on creating the conditions to improve outcomes for communities living in some of the most deprived communities in Wales, while also addressing the causes of underlying deprivation that exists across the county borough.

The ambitions of the bid also strongly align to the Creating an Active Wales strategy and Sport Wales Strategy 2019, while our proposals place heavy emphasis on improving outcomes and the futures of our children and young people, as specified by the Wellbeing of Future Generations Act (Wales) – a healthier, more equal and prosperous Wales.

The bid's emphasis on creating a broader and more balanced approach to economic development aligns with the Welsh Government Economic Action Plan, while the bid's focus on health, wellbeing and preventing illness support the Welsh Government's Social Services and Wellbeing Act.

This project delivers a greener health and wellbeing footprint and supports the UK and Welsh Government net zero emissions objectives by drastically improving the energy efficiency performance of the Council's leisure estate, incorporating renewable energy technology (i.e. air source heat pumps) into the building design and offering EV charging.

Effective linkages to existing and planned transport infrastructure is engrained within the bid. The L&WBH's positioning so close to the Transport Interchange Hub and being within the active travel corridor will directly contribute to towards a modal shift into cycling and public transport (Active Travel Act, Wales and Future Wales: The National Plan 2040, including alignment with the framework (A Wales where people live and work in connective, inclusive and healthy places etc.). We will also increase digital connectivity for our residents, with free Wi-Fi connections available via the L&WBH.

Supporting residents to increase their skills base is integral to the bid (Adult Learning in Wales strategy). Skills advice, support and events, in addition to the jobs, apprenticeships and volunteering opportunities available via the hub will offer learners a more integrated and vocationally focussed offer, designed to provide gateways to employment.

The strengthened relationships between the L&WBH, schools and colleges will help to embed healthy lifestyles from a young age (Healthy Schools Strategy, Wales), while the Caerphilly Cares team will be active in facilitating engagement between vulnerable families and the L&WB offer delivered via the hub. In addition, the Caerphilly Cares team will support community and mutual aid groups across our most deprived communities; the community space and support available through the hub will help these groups to maintain their resilience and extend their reach.

Our intention is to empower local community groups, providing them with a local focal point to organise and deliver services. This will enable increased community resilience, reduce the number of residents 'falling through the cracks'; increased engagement with our residents will lead to improved pride in place, while increasing the local leadership and roles played by the highly valued third sector (Foundational Economy Policy, Welsh Government).

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

Ness Tar Site - Transforming Towns (£20m)

The Ness tar site has been a priority site for the Council since its inception in 1996. Prior to this the site was a priority for Rhymney Valley District Council but historically the viability gap has been too great to secure remediation and development of the site by the private sector.

The Council intend to pursue the freehold of both the Ness Tar and the adjacent Pesci Scrapyard Site and remediate the 2 sites for comprehensive redevelopment. The Council are currently in the process of working in collaboration with Welsh Government and the private landowners to undertake the necessary investigatory, due diligence and initial design works to firm up all of the unknowns in relation to the 2 sites to inform their acquisition and redevelopment.

In order to undertake this work and purchase the site, the Council have secured a £20m Loan from Welsh Government under the Transforming Towns Programme in recognition that Caerphilly Town needs a series of radical

interventions to see it bounce back from the ravaging impact of Covid 19. This development would deliver a series of significant economic and social benefits in line with existing local, regional and national priorities and help the town recover from the massive impact of Covid 19. In addition, it will strengthen the affordable housing offer in the Caerphilly Basin area and in doing so support the continued regeneration of Lansbury Park and help deliver against the Council's ambition to increase the number of affordable homes within its portfolio.

Caerphilly Town Acquisition Fund - Transforming Towns (£5.175m)

Welsh Government has provided a Transforming Towns loan of £5.175m to the Council to fund a town centre acquisition fund. The Council has provided the match funding for the loan with £575k from Council funds (Regeneration Project Board Development Fund).

The fund will initially facilitate the following Caerphilly Town 2035 projects:

- Site assembly of Numbers 6-20 (inclusive) Cardiff Road (current occupiers include Sports Direct, Co-operative Bank, Florist, Superdrug and Iceland) to deliver on the aspirations to develop a new 'Leisure Quarter' to provide up to 100,000 ft² (10,000 m²) of new high-quality accommodation for Restaurants, Café, Food Hall, Open Market, Hotel, Retail, Residential and other potential commercial uses.
- Acquisition of the former commercial offices, Llys Ifor, located at the entrance of the Crescent Road Car Park to provide a development offering up to 29 new high-quality apartments with an A3 Unit and Coach Drivers rest facilities.

Caerphilly Castle - Cadw Investment in Caerphilly (£5m)

Cadw have commenced work on its £5million project to transform Caerphilly Castle from a sleeping giant into a world-class heritage attraction. The plans include improved visitor facilities in a new reception building at the entrance, refurbishment of the current shop, and access improvements to paths throughout the castle to ensure visitors of all abilities can enjoy the site.

Central to the project is a £1million overhaul of site interpretation including new state-of-the-art digital techniques, presenting the stories of the men and women who built and lived in Caerphilly Castle. The plans also include proposals to re-dress the Great Hall, the largest of its period in the country, to recreate the ambience and grandeur of its medieval heyday.

The proposed new facility is a short walk from Caerphilly Castle and will compliment the broader aim of the Caerphilly 2035 strategy.

Caerphilly Interchange Corridor - Cardiff Capital Region City Deal

As an integral part of the Cardiff Capital Region City Deal, Caerphilly Interchange will benefit from significant investment and rail service improvements to be delivered as part of the South Wales Metro proposals. This includes a commitment to increase service frequency to 6 trains per hour between Caerphilly Town and Cardiff City Centre by 2023, resulting in shorter journey times. The rail enhancement will provide the transportation catalyst to maximise the positive social, cultural, economic and environmental impacts arising from increased connectivity and integration between key land uses and transport modes in Caerphilly town centre.

Government at all levels, i.e. UK Government, Welsh Government and Caerphilly Borough County Council are aiming to reduce the need to travel, particularly by private vehicles, and support a modal shift to walking, cycling and public transport. The sustainable transport hierarchy therefore prioritises active travel and public transport, and this has been a fundamentally important policy consideration in determining the location of the new L&WBH.

NB. Outside of the L&WBH's red line boundary, the creation of the transport infrastructure linking the L&WBH to the active travel corridor (i.e. the roundabout) is the responsibility of the Transport Interchange Hub project. These works are outside of the scope of the L&WBH and Transport Interchange Hub LUF bids; this work will be completed by the Council should the L&WBH bid be successful, irrespective of whether the Transport Interchange Hub LUF bid is successful.

Additionally, the active travel and interchange corridors referenced in this L&WBH bid will be in existence (via the above investment), irrespective of the

success or failure of the Council's Transport Interchange Hub LUF round 2 bid (see below).

Levelling Up Fund Round 2

The L&WBH is a single bid for Caerphilly constituency. This project is designed to closely align with the Council's other LUF round 2 bids:

- Transport Interchange Hub bid (transport bid)
 - o Create a high-quality active travel route for walking and cycling between the interchange and the strategically important Caerphilly Business Park.
 - o Provide the connectivity to the strategically important Ness Tar redevelopment site for a mixed tenure residential development together with commercial development with improved active travel connections to the new interchange, the L&WBH and the Caerphilly Business Park.

- Cwmcarn Forest Drive Visitor Attraction/Monmouthshire & Brecon Canal, Cwmcarn Spur Enhancements (Islwyn constituency)
 - o The Islwyn LUF bid will align with the L&WBH by creating a link between tourism and leisure activities within the county borough.
 - o Taking forward the developed masterplan for Cwmcarn as a tourism destination and further establish Monmouthshire & Brecon Canal as an attraction for locals and visitors for leisure and to link existing communities.
 - o The intention is to develop and promote Cwmcarn and Monmouthshire & Brecon Canal as a key destination and brand within the wider local, regional and national framework.

UK Shared Prosperity Fund

The Council is currently developing investment priorities, with the Investment Plan to be submitted by 1st August. Given our commitment to meaningful engagement with stakeholders, our final investment priorities are still to be confirmed. However, our final priorities will align with the objectives and ambitions outlined within this bid; promoting health and wellbeing, enabling and empowering residents living in deprived communities; and continuing the investment in the regeneration of Caerphilly town centre and the wider county borough.

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
Skills
Health
Wellbeing
Pride in Place

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

Living standards

- An increase in the availability of higher wage, higher skilled jobs in Caerphilly. A direct contribution by the L&WBH (see points below), while the hub will also be contributing to economic growth across the town centre through increased footfall, spend and visitor numbers.
- The creation of 15 FTE through the expansion of services delivered via the new L&WBH. The safeguarding of 21 FTE through the decision to transfer (rather than terminate) leisure provision delivered in the town, from CLC to the L&WBH. Meaningful apprenticeships (5) and volunteering opportunities (20 hours per week) will be available via the L&WBH.
- The intention is for these opportunities to act as gateways into employment, benefiting those who are currently unemployed or looking to upskill/change career. Performance against these targets will be monitored on an ongoing basis through the established quarterly monitoring and reporting of performance by the Regeneration Board and 6 monthly by the Housing and

Regeneration Scrutiny Committee.

- A reduction in the income inequalities being experienced by residents living within deprived wards will be achieved through universal and targeted (via the Caerphilly Cares team) engagement with skills providers and the Council's Employability Team. Residents from deprived communities will also be prioritised in terms of access to apprenticeships, internships and volunteering opportunities offered via the L&WBH.
- The L&WBH's contribution towards the Caerphilly 2025 masterplan (increased footfall in the town centre and Basin areas, increased spend, increased visitor numbers visiting the 'travel to' L&WBH) 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 as the town centre becomes a more vibrant location (including a more developed evening/night time economy).

Transport infrastructure

- The L&WBH will benefit from strong transport linkages; located within the town centre's active travel corridor, the L&WBH will promote walking and cycling, with links between itself and the town centre, other community assets and business park helping to reduce the use of public transport.
- Benefits will accrue from a modal shift in walking and cycling (health benefits, reduced traffic, increased air quality etc.).
- Linkages between the L&WBH and other community assets located across the town will be established (including the library less than 0.7 miles from the hub), increasing accessibility to these assets and realising associated benefits relating to increased physical activity, reduced isolation, increased community networks/resilience etc.
- To promote accessibility, the L&WBH will have a dedicated car park with EV charging points, 24 space cycle storage and a 138 space car park.

Digital connectivity

- The L&WBH will offer free 4G Wi-Fi. Visitors will be able to access the café or waiting areas should they wish to access the wifi for prolonged periods.

Education

- The intention is to grow the service's relationship with schools, resulting in more using the L&WBH than currently use the CLC (swimming lessons, galas, sports events etc.).
- Closer joint working between the L&WBH and the Council's Employability Team, including the hosting of employment events, joint working with the Cardiff City Foundation (that targets young people who are looking for apprenticeships and vocational routes will lead to increased opportunities relating to vocational skills and training. The Employability Team has experienced challenges in delivering their support previously, given the lack of available space at appropriate settings.
- Benefits will also be generated in terms of an increase in the number of students enrolling/ completing FE courses.

Skills

- In addition to the meaningful apprenticeships, internships and volunteering opportunities, the intention is for skills providers (third sector and private) to make use of the community space to offer support and events.
- Closer joint working between the L&WBH and the Council's Employability Team, including the hosting of employment events, joint working with the Cardiff City

Foundation (that targets young people who are looking for apprenticeships and vocational routes will lead to increased opportunities relating to vocational skills and training.

- Skills inequalities experienced by residents living within deprived wards will be reduced through universal and targeted (via the Caerphilly Cares team) engagement with skills providers and the Council's Employability Team. Residents from these communities will also be prioritised in terms of access to apprenticeships, internships and volunteering opportunities.

- The employment and training opportunities available via the hub align with Nesta's findings (The Future of Skills: Employment in 2030) that identify the following industries with the greatest possibility of increased demand in the UK:

- o Sports and fitness occupations
- o Leisure Services

As such, the opportunities to be provided via the hub will provide skills and experience to residents in sectors that are likely to see increased job opportunities and progression.

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 P), with the ultimate outcome of increased life expectancy (through a reduction in the gap between current life expectancy and the national average) being targeted.

- Health inequalities being experienced by residents living within deprived wards will be reduced through universal and targeted (via the Caerphilly Cares team) engagement in leisure and wellbeing activities.

- The intention is for the Local Health Board to deliver P&E services via the hub, while the hub will also deliver support via National Exercise Referral Schemes.

Pride in place

- An increase in the number of residents who feel connected to their natural environment, given the L&WBH's close proximity to The Warren, Wern Ddu, Coed Parc-y-Van, Cwmcarn Forest (a separate LUF bid being submitted by the Council, for the Islwyn constituency) and intended operational connections with activity providers including Van Road Trails (dirt jump and dual slalom park).

- An increase in the number of residents who can speak Welsh, with the L&WBH acting as the base for adult education lessons.

- Reduced fear of crime, reported via the Council led neighbourhood survey (every 2 years) as footfall in the town centre reaches higher levels, particularly during the evening and night (with a developing evening/night time economy).

- Greater resident satisfaction with the town they live in as a result of the L&WBH's role within the wider regeneration of Caerphilly, as demonstrated by the neighbourhood survey. Enhanced pride in place resulting from capital investment in the town centre and an improved sense of opportunity, community resilience, health and wellbeing and a more vibrant town centre.

- An increased number of community and cultural events via the hub, helping to increase community resilience and strengthen informal community groups.

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

Deprivation and inequality

The 2019 Welsh Index of Multiple Deprivation ('WIMD') data demonstrates pockets of pronounced deprivation in proximity to the new L&WBH (south-west corner of the map), in addition to persistent levels of deprivation being present across the county borough:

See diagram 9, Appendix A.

Communities across Caerphilly continue to experience significant levels of deprivation and inequality. According to the 2019 WIMD, 11 (10%) of the county borough's LSOAs are in the 10% most deprived in Wales, while 62.7% of all LSOAs are in the 50% most deprived.

Numerous wards within the Caerphilly parliamentary constituency continue to suffer from acute and deep-seated deprivation; in 2014 St James 3 (which contains a large part of the Lansbury Park estate) was identified as the most deprived ward in Wales (3rd most deprived in 2019). Conversely, other LSOAs within the constituency are amongst the 10% least deprived (St Martins 1, 4 & 5 and St. Cattwg 4).

The average life expectancy for men and woman in Caerphilly (77.6 years/81.5 years) is less than the less average across Wales (78.2 years/82.2 years) - (as measured by the Slope Index of Inequality). The inequality gap in healthy life expectancy between the most and least deprived areas in Caerphilly amounts to 6.8 years for men and 5.7 for women for the most recent period for which data is available (2010-14). Taking data for 2001/05 and 2005/09 into account, it appears that the trend is for this gap to be gradually narrowing for men and women. Variations in life expectancy mirror the levels of deprivation across the county borough:

See diagram 10, Appendix A3.

The comparatively low life expectancy of residents in Caerphilly is influenced by a combination of the following factors:

Health

- 12 (10.9%) of LSOAs fall in the 10% most deprived for the health domain across Wales. Amongst them, St. James 3 was identified as the 7th most deprived.
- The percentage of adults who are overweight or obese is 4% higher than the Wales average of 58%. By 2050 in Caerphilly, it is predicted that 60% of adult men, 50% of adult women and 25% of children will be obese.
- 74% of adults in Caerphilly do not currently meet national physical activity guidelines.

Income deprivation

- 25.7% of residents aged 16-64 were identified as economically inactive in 2021 (Wales average 23.6%, Great Britain average 21.6%) - (ONS Labour Market Profile - Caerphilly).
- 11 (10%) of the county borough's LSOAs fall in the 10% most deprived group for the income domain across Wales. Specifically, St James 3 (8th) and St James 4 (126th) are amongst the wards suffering from the most acute income deprivation.
- 13 (11.8%) of LSOAs fall in the 10% most deprived group for employment. St James 3 (4th) and St James 4 (96th) are amongst the wards suffering from the most acute employment deprivation in Wales.

Skills

- 10.3% of residents living in Caerphilly aged 16-64 have no qualifications (Wales average 8.2%, Great Britain average 6.6%). Significantly, 33% possess NVQ4 and above (Wales average 38.7%, Great Britain average 43.5%).
- 14 (12.7%) of LSOAs fall in the 10% most deprived for education. St James 3 (24th) and St James 4 (29th) are amongst the wards suffering from the most acute education deprivation in Wales.

Access to services

- One LSOA falls in the 10% most deprived group for access to services deprivation - St James 1. Importantly, this LSOA is where the L&WBH will be located.

Regeneration:

To meet the strategic objectives identified in the county borough's Regeneration Strategy and improve outcomes and inequalities in health, skills and income Caerphilly town centre has a key role in enhancing its position as a sub-regional retail centre in order to maximise its potential as a key tourist destination and to generate and maintain footfall and economic spend in the town centre.

Vacancy rates in the town centre have increased by 37% from 7.2% in 2018 to 9.9% in 2021 which is reflective of the decline in town centre footfall in the town centre.

See diagram 4, Appendix A3.

Town centre footfall has been in steady decline in Caerphilly with recorded footfall for 2021 decreasing by 34.5% since 2018, accepting covid as a contributing factor, the 2019 pre-covid footfall was 5.7% down year on year compared to 2018 and is aligned to a low wage base where the average weekly working wage in the county borough in 2020 was £599.70, 3% below the Welsh average of £616.80 and 16% below England at £714.7. Analysis of the footfall data for shows a stark decline in the long-term picture with a recorded footfall figure of 2,241,282 recorded in 2007 to 1,206,488 in 2019, a fall of 47.4%.

See diagram 5, Appendix A3.

The most recent shopper attitude survey (2019) identified that more than twice as many respondents visited Cardiff (47%) for the bulk of their non-food household shopping needs compared to Caerphilly (21%), representing a significant economic leakage from the local economy. Town centre design and an unattractive environment were identified as the most common aspects of Caerphilly town centre that respondents disliked.

Stakeholder engagement workshops held through the process of developing the Caerphilly 2035 placemaking strategy identified the lack of attractions in the town centre as a barrier to Caerphilly town centre achieving its full tourism and regeneration potential and being able to make a significant contribution to the well-being of the residents of the county borough and the Caerphilly basin.

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

Our analysis is informed by two main data sources:

- Official statistics
- Council and partner commissioned primary research and analysis

The 2019 WIMD provides key up-to-date data underpinning the case for the Caerphilly L&WBH. National, regional and local analysis generated authoritative quality assured conclusions and insights that were used to inform the assumptions that underpin the L&WBH feasibility study (Appendix G) and income and expenditure projections (Appendix Q).

This was complemented with Public Service Board analysis (Caerphilly Public Services Board Wellbeing Plan 2018-23), Welsh Health Survey data and 'Acting today for an Active Tomorrow - Sports Wales Advisory Group' data, all of which inform the Council's Sport and Active Recreation Strategy 2019-29 (Appendix I). A user profile (Appendix L) also informed the assumptions used within this bid.

The vast majority of data used to inform this bid was produced pre Covid-19 and cost of living crisis, meaning the level of need and deprivation is likely have increased in the past two years. However, the data set used to inform this report is based on the latest publications available; members of the Council's Caerphilly Cares team have reviewed the data sets and confirmed they still accurately demonstrate the universal need and acute deprivation experienced across our communities.

The bid also draws on the Council's specially commissioned research from expert consultancies following recognised research methodologies and appraisal from the Council. This includes:

- Caerphilly L&WBH site options appraisal 2022 (Appendix E), that provides information on ground conditions, highways/transport/public transport/access considerations, in addition to flooding, water and draining issues.
- Latent demand survey 2022 (Appendix F) that provides an analysis of the local population and identifies the demand for leisure services/membership.
- L&WBH feasibility study and business plan 2022 (Appendix G) that provides a demand analysis, outline specification, options appraisal, financial projections (revenue and costs) and recommendations.
- A Barriers to Participation survey report 2022 (Appendix H) that provides an overview of feedback provided by 200 residents who live or work in Caerphilly.
- A cost plan (May 2022) that is informed by current and anticipated market conditions, in addition to experience/evidence from other similar projects.

Considerations regarding the L&WBH's role and contribution to the economic regeneration (commercial and residential) of the town centre and Basin are informed by the Caerphilly Valley Hubs Economic Impact Assessment undertaken by Mott MacDonald in 2019. The report provides a high level economic appraisal of the placemaking plan for Caerphilly town centre, including the location of the L&WBH.

The active travel and Transport Interchange corridor elements of the project draw on the full body of evidence developed for the 2021 Caerphilly Active Travel Routes WeITAG Stage One Business Case Report and Impacts Assessment Report produced by Mott MacDonald. Proposals to link the L&WBH to the existing Transport Interchange and active travel corridor are also informed by the Council's ATNM Levels of use Report, in line with Active Travel (Wales) Act 2013 reporting duties.

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

All data is appropriate and aligned to the purpose, function and intended benefits associated with the L&WBH, as well as being appropriate from strategic and geographical perspectives. In addition to recent and relevant publicly available information (i.e. WIMD 2019), commissioned research and consultations have provided insights on key local linkages.

The Caerphilly L&WBH aims to improve health and wellbeing outcomes for residents in the communities that are experiencing the most pronounced and acute levels of deprivation. A particular emphasis on 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.

A focus on the importance of removing barriers to participation highlighted:

- The most influential 'push factors' identified by residents and current users of the CLC (e.g. location, cost, quality of building and facilities, information, accessibility etc.), which all influence how the leisure offer is perceived, resulting in comparatively low usage and demonstrable latent demand.

A focus on the indirect costs and lost opportunities associated with the current location, condition and facility/service mix at the CLC:

- Lower levels of footfall in and around the town centre, resulting in reduced dwell time and spend.
- Increased dependence on private transport, given the challenges associated with accessibility and a disconnection to existing active travel infrastructure.
- The inability of the CLC to meaningfully contribute to the Council's ambitions associated with the visitor economy; the CLC is not recognised as a 'travel to' destination, while the designs and service/facility mix for the L&WBH intend to change this perception.

The recognition of the role the CLC/L&WBH should play in supporting the drive to a higher skilled, higher wage economy:

- As evidenced by Nesta's 'Future of Skills: Employment in 2030' findings, the requirement for the Council and partners to invest in sectors that represent significant potential for job creation, with these jobs representing one of many pathways to a higher skill, higher wage local economy.

The importance of community space as a way of enhancing community resilience:

- The amount of affordable, accessible and flexible community space being directly linked to the L&WBH/Council's ability to support community groups, third sector organisations and mutual aid groups.
- The existence of the Caerphilly Cares and Employability teams, to ensure effective support/referral of adults/families to the services offered by organisations using the community space.

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

Links between market failures, outputs and benefits

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 P).

Table 2 in Appendix A2 summarises the tools and data sources used to quantify the anticipated benefits.

Market Failure 1: A financially unsustainable building/L&WB offer
 Outputs: Construction of new and modern L&WBH with improved energy efficiency and net zero / renewable energy technology; demolition of existing CLC; connection of L&WBH to active travel corridor
 Quantified Benefits: Service operator profits; council cost savings; increased asset value; GVA from construction*; GVA from additional employment*; volunteering*

*In line with DLUHC Appraisal Guidance, these benefits have not been included in the BCR or NPV metrics reported in Section 5.4.4 but have instead been reported alongside those metrics in the 'Other issues' box in Section 5.4.4.

Market Failure 2: An environmentally unsustainable building/L&WB offer
 Outputs: Construction of new L&WBH with improved energy efficiency and net zero / renewable energy technology; demolition of existing CLC
 Quantified Benefits: Service operator profits; council cost savings; carbon savings

Market Failure 3: A L&WB offer with significant barriers to participation
 Outputs: Construction of new L&WBH, enabling delivery of needs-focused, competitive, affordable and accessible leisure and wellbeing services
 Quantified Benefits: Improved health outcomes; improved wellbeing; increased educational attainment; reduced crime

Market Failure 4: A lack of space to deliver integrated wellbeing services and

provide community space

Outputs: Availability of new community centre space; increased number of community events; increased number of people attending community events

Quantified Benefits: Improved health outcomes; improved wellbeing; increased educational attainment; reduced crime

Market Failure 5: A L&WB offer not aligned to town centre regeneration priorities

Outputs: Connection of L&WBH to active travel corridor

Quantified Benefits: The benefits of addressing this market failure have not been quantified due to a lack of robust data. However, unquantified benefits include GVA uplift in the town centre due to increased footfall, reduced crime and the health benefits of active travel.

The quantified impacts are further considered in Sections 5.3 and 5.4 below.

Tools and sources used to quantify benefits

Each element of the proposal was assessed in turn to consider what outputs could be achieved and these were converted into quantified benefits (where possible) using established models and research. The tools and data sources used to quantify the anticipated benefits are summarised below.

Benefit: GVA from construction

Tool/Source: Latest available National Annual Business Survey results

Input: Construction expenditure

Benefit: GVA from additional employment

Tool/Source: Latest available Subregional Productivity Data

Input: Number of jobs created

Benefit: Volunteering

Tool/Source: Latest available Annual Survey of Hours and Earnings

Input: Hours of volunteering

Benefit: Service operator profits

Tool/Source: CCBC's financial projections for existing CLC and new L&WBH

Input: Income and expenditure forecasts for existing CLC and new L&WBH

Benefit: Council cost savings

Tool/Source: CCBC's financial records

Input: Council expenditure on subsidies and maintenance for existing CLC

Benefit: Improved health outcomes

Tool/Source: Fujiwara et al. (2015) – Health and Education Benefits of Sport and Culture

Input: Expected increase in number of service users

Benefit: Improved subjective wellbeing

Tool/Source: Fujiwara et al. (2014) – Wellbeing Impacts of Culture and Sport

Input: Expected increase in number of service users

Benefit: Increased educational attainment

Tool/Source: Fujiwara et al. (2015) – Health and Education Benefits of Sport and Culture

Input: Expected increase in number of service users

Benefit: Reduced crime

Tool/Source: Home Office (2018) – The Economic and Social Costs of Crime

Input: Expected increase in number of service users

Benefit: Reduced carbon emissions

Tool/Source: BEIS (2021) – Valuation of Energy Use and Greenhouse Gas

Input: Expected reduction in carbon emissions

Benefit: Increased asset value

Tool/Source: Residual value of new L&WBH calculated in line with Green Book guidance

Input: Construction costs for new L&WBH

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 each of the key data sources and modelling tools used for benefit calculation and the rationale for their inclusion. This information is summarised below.

Benefit: GVA from construction

Tool/Source: Latest available National Annual Business Survey results

Rationale: Industry specific, Government statistical national data

Benefit: GVA from additional employment

Tool/Source: Latest available Subregional Productivity Data

Rationale: Subregion specific, Government statistical national data

Benefit: Volunteering

Tool/Source: Latest available Annual Survey of Hours and Earnings

Rationale: Government statistical national data

Benefit: Service operator profits

Tool/Source: CCBC's financial projections for existing CLC and new L&WBH

Rationale: Financial projections developed by specialist consultancy on behalf of CCBC

Benefit: Council cost savings

Tool/Source: CCBC's financial records

Rationale: Council data providing direct evidence of ongoing spend on existing CLC

Benefit: Improved health outcomes

Tool/Source: Fujiwara et al. (2015) – Health and Education Benefits of Sport and Culture

Rationale: Research commissioned and published by Central Government

Benefit: Improved subjective wellbeing

Tool/Source: Fujiwara et al. (2014) – Wellbeing Impacts of Culture and Sport

Rationale: Research commissioned and published by Central Government

Benefit: Increased educational attainment

Tool/Source: Fujiwara et al. (2015) – Health and Education Benefits of Sport and Culture

Rationale: Research commissioned and published by Central Government

Benefit: Reduced crime

Tool/Source: Home Office (2018) – The Economic and Social Costs of Crime

Rationale: Research commissioned and published by Central Government

Benefit: Reduced carbon emissions

Tool/Source: BEIS (2021) – Valuation of Energy Use and Greenhouse Gas

Rationale: Carbon values recommended by Central Government

Benefit: Increased asset value

Tool/Source: Residual value of new L&WBH calculated in line with Green Book guidance

Rationale: Accepted practice of valuing assets at cost of works (in the absence of more robust estimates)

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.

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.

Costs have been developed by qualified Quantity Surveyors and include appropriate contingencies for project risks (see 5.3 for more detail). The only exception to this relates to mobilisation costs, project management costs and monitoring and evaluation costs, which have been estimated by the Council based on the likely mix of internal and external support required to undertake these activities.

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 CCBC

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: 5%

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 by 15% to adjust for contingency already built into the cost estimates.

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

Adjustments to nominal costs

Table 4 in Appendix A2 sets out the steps to convert the financial costs to economic costs. The results are summarised below and are consistent with the calculations provided in Appendix A1.

Total Expenditure: £33.63m

less inflation: (£1.60m)

add optimism bias: £1.60m

less discount: (£1.80m)

Present Value Cost: £31.83m

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 and residual optimism bias (50%) have been applied to gross estimates, where appropriate, with a greater allowance where national data is 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 proposal 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
- Adjusting this gross benefit to account for displacement and deadweight
- 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 within Table 8 in Appendix A2.

Forecast outputs

Table 5 in Appendix A2 sets out the proposal outputs which have been used to quantify the benefits in line with the previously described approach.

Adjustments to gross benefits

Each gross benefit has been considered in turn and adjusted for displacement, deadweight and residual optimism bias where appropriate. These adjustments have resulted in a 65% 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 each gross benefit to a net benefit in present value terms are summarised below and result in an overall (adjusted) Present Value Benefit of £91.63m in 2022/23 prices.

Gross Benefit: £398.57m
less additionality adjustment: (£175.86m)
less residual optimism bias: (£83.20m)
less discount: (£47.88m)
Present Value Benefit: £91.63m

Benefit summary

Table 8 in Appendix A2 shows the present value of each monetised benefit. This information is summarised below.

Residual asset value: £11.09m
Service operator profits: £3.29m
Council cost savings: £23.49m
Improved health outcomes: £1.43m
Improved subjective wellbeing: £51.76m
Increased educational attainment: £0.28m
Reduced crime: £0.01m

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

Initial BCR: 2.87

Adjusted BCR: 2.88

An initial and adjusted BCR have been calculated based on the monetised costs and benefits summarised in sections 5.3.1 and 5.3.2 respectively.

The initial BCR features seven benefit types which have been quantified on the basis of Green Book guidance, Green Book Supplementary guidance and DLUHC appraisal guidance: residual asset value; service operator profits; Council cost savings; improved health outcomes; improved subjective wellbeing; crime reduction; carbon savings. The adjusted BCR includes these benefits as well as the further benefit of increased educational attainment linked to sport/leisure participation, for which an evidence base exists but has not been fully recognised in established appraisal guidance. However, the present value of this benefit is minimal (£0.28m) and results in a similar Value for Money (VfM) position when comparing the initial and adjusted BCRs as shown in the table below.

The initial BCR has been calculated by dividing the initial Present Value Benefits by the Present Value Costs, while the adjusted BCR has been calculated by dividing the adjusted Present Value Benefits by the Present Value Costs.

Initial VfM

'Initial' Present Value Benefits: £91.35m

Present Value Costs: £31.83m

'Initial' NPV: £59.52m

Initial BCR: 2.87

Adjusted VfM

'Adjusted' Present Value Benefits: £91.63m

Present Value Costs: £31.83m

'Adjusted' NPV: £59.80m

Adjusted BCR: 2.88

A 2.88 Benefit to Cost ratio falls into the "High" category of Value for Money. Furthermore, a 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 a building project of this nature)

- Adjusting for additionality and residual optimism bias, thereby subtracting more

than half from the gross benefit estimates

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)

App A2 - VfM Methodology - v2.docx

Have you estimated a Benefit Cost Ratio (BCR)?

Yes

Estimated Benefit Cost Ratios

Initial BCR	2.87
-------------	------

Adjusted BCR	2.88
--------------	------

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.

Amenity benefits: The new L&WBH will be a substantial improvement on the current provision, both in terms of the internal facilities and the surrounding public realm and greenspace. This development will provide significant amenity benefits to local residents within close proximity to the L&WBH site, which may also translate to an uplift in local property values. Although the evidence base to support monetising this benefit remains limited, this benefit is expected to fall into the Moderate Benefit category.

Increased community vibrancy and cohesion: In addition to delivering an enhanced leisure offering, the new L&WBH will also facilitate a broad range of community and cultural events. This is expected to foster increased community vibrancy and cohesion while also supporting local businesses and charities. This benefit has not been monetised due to the limited evidence base to support doing so, as well as due to the risk of potential double-counting with other benefits which feature in the BCR calculations (e.g. improved wellbeing and crime reduction). However, given that this benefit would accrue to the wider community, it is expected that this benefit would fall into the Large Benefit category.

Contribution to wider / night-time economy: It is expected that the enhanced leisure offering and community events provided by the new L&WBH – as well as the new connections to the active travel corridor – will be a catalyst for more people visiting Caerphilly Town Centre throughout the day and evening. This, in turn, is likely to generate increased spending within the local economy and attract more business investment and jobs into the area. This benefit has not been monetised in this appraisal as it is reliant on a range of factors beyond the scope or control of the project. However, any such benefits would be expected to at least fall into the Moderate Benefit category.

Further carbon savings: It is expected that the enhanced leisure offering and community events provided by the new L&WBH will encourage local residents to make fewer car journeys out of town for leisure activities. In addition, the connections between the new L&WBH and the active travel corridor are likely to encourage a modal shift from driving to walking and cycling amongst visitors. Together, these behavioural changes could have a greater impact on carbon savings than the direct savings quantified through the increased energy efficiency of the new building. These are likely to be in the Slight Benefit category, in terms of the scale of impact, but the contribution to the wider strategic Net Zero agenda cannot be overstated.

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

Risk assessment

The key risks and mitigations that could affect the overall VfM of the bid are summarised below.

Risk: Approved budget is not adequate to construct a building that meets the design brief

Mitigation: Project budget has been benchmarked against other previous and ongoing leisure projects

Risk: Revenue projections are optimistic, resulting in lower income than expected

Mitigation: Revenue projections have been benchmarked against other leisure facilities and adjusted for optimism bias

Risk: Delays in approvals impact the project

Mitigation: CCBC to request delegated authority to progress the project through to delivery

Risk: Planning permission refused or conditions are not discharged on time

Mitigation: CCBC to undertake planning consultation with local stakeholders; design team to work closely with planners to discharge planning conditions in a timely manner.

Risk: Design does not meet stakeholder expectations

Mitigation: Key stakeholders to be consulted at key stages in design development

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

Sensitivity analysis

Sensitivity analysis has been undertaken to determine how changes in key modelling assumptions could impact the overall VfM 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: 2.87

Adjusted BCR: 2.88

Sensitivity: 20% cost escalation

Initial BCR: 2.55

Adjusted BCR: 2.56

Sensitivity: 20% reduction in assumed footfall growth

Initial BCR: 2.54

Adjusted BCR: 2.54

As demonstrated above, the BCR remains above 2 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	CBCC - LUFR2 - LWBH - Appraisal Table.docx
--------------------------------	--

Additional evidence for economic case

Additional evidence 1

Upload additional evidence	App_A3_-_Diagrams[1].docx
----------------------------	---------------------------

Additional evidence 2

Upload additional evidence	App_G_-_L&WBH_feasibility_study[1].docx
-----------------------------------	---

Additional evidence 3

Upload additional evidence	App_Q_-_I&E_expectations[1].xlsx
-----------------------------------	----------------------------------

Additional evidence 4

Upload additional evidence	App_I_-_Sport_and_Active_Recreation_Strategy[1].pdf
-----------------------------------	---

Additional evidence 5

Upload additional evidence	App_L_-_User_Profile[1].docx
-----------------------------------	------------------------------

Additional evidence 6

Upload additional evidence	App_E_-_L&WBH_options_appraisal[1].pdf
-----------------------------------	--

Additional evidence 7

Upload additional evidence	App_F_-_Latent_Demand_Summary[1].pdf
-----------------------------------	--------------------------------------

Additional evidence 8

Upload additional evidence	App_G_-_L&WBH_feasibility_study[1].docx
-----------------------------------	---

Additional evidence 9

Upload additional evidence	App_H_-_Barriers_to_participation[1].pdf
-----------------------------------	--

Additional evidence 10

Upload additional evidence	App_A2_-_VfM_Methodology[1].docx
-----------------------------------	----------------------------------

Additional evidence 11

Upload additional evidence	App_A1_-_LUF_Single_Project_Costings_and_Planning_Wkbook_v1.5_April_22[2].xlsx
-----------------------------------	--

Confirm the total value of your bid

Total value of bid	£33627940
---------------------------	-----------

Confirm the value of the capital grant you are requesting from LUF

Value of capital grant	£20000000
-------------------------------	-----------

Confirm the value of match funding secured

£13627940

Evidence of match funding (optional)	App_R_-_Council_confirmation_of_match[1].docx
---	---

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

N/A

Land contribution

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

N/A

Upload letter from an independent valuer

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

There is no irrecoverable VAT with regards to the design and construction of the Caerphilly L&WBH.

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 and have been provided with the designs and accommodation schedules developed to date. Profit margins, allowances for preliminaries, design fees and contingencies have been included within these figures using standard industry amounts for the relative complexity of the schemes (see 6.1.7 below).

Individual cost elements have been considered on a cost per m2 basis using standard market rates with adjustments as needed for the site-specific details (see Appendix C1 - L&WBH Cost Plan).

The overall cost of construction (excluding margins and contingencies) equates to £27.99m and creates 5,547m2 Gross Internal Area; equating to an overall cost of £5,046 per m2. This appears reasonable in the context of the additional costs associated with building swimming pools.

Construction costs have been uplifted to include inflation based on the latest BCIS TPI forecast for Q1 2022 – Q1 2025, equating to £2.14m over a 3-year period.

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

Contingencies for key risks have been built into the latest cost estimates (see Appendix A1) based on the Quantity Surveyors' professional judgement, knowledge of the national picture and local knowledge of the project and site conditions. Profit margins have also been included within the costs using standard industry estimates for a project of this nature and complexity.

The following margins and contingencies have been included in the overall

project costs:

Design fees and surveys

- Amount (£m): 2.05
- Percentage: 6.1%

Construction contingency (5%)

- Amount (£m): 1.22
- Percentage: 3.6%

Client contingency (10%)

- Amount (£m): 2.76
- Percentage: 8.2%

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

The following table sets out the main financial risks to the project and how they will be mitigated:

Risk: Risk of approved budget not being adequate to construct a building that meets the design brief

Mitigation: Project budget has been benchmarked against other previous or ongoing leisure projects.

The Design Brief has been developed and refined to give greater certainty of build areas

Risk: Contingency allowance is insufficient to cover all financial risks arising throughout the project

Mitigation: Contingency has been set at a level that is sensible for this stage of a project. The allowance will be reviewed and adjusted to reflect the design development that has taken place in Stage 2 design and following the findings of surveys early in Stage 3.

Risk: Tender pricing is affected by unfavourable local, national and international market conditions

Mitigation: Further market testing will be undertaken with contractors in Stage 3 on the current market conditions

The level of emphasis put on local providers by the Council, through their social value targets, will influence this impact

Risk: Inflation experienced on project costs is greater than the Council / ISG expected

Mitigation: Construction market inflation is currently very high. An allowance for inflation has been included in the cost plan. This reflects local market conditions in South Wales.

Risk: Foreign exchange rates over time impact the affordability of the project

Mitigation: The tender and contract will include cost options which will allow the Council to reduce costs on specific items if savings need to be achieved in the future

Materials could also potentially be paid for off-site to manage the risk of fluctuating currencies (e.g. health and fitness equipment and mechanical and electrical kit)

The full assessment of the risks is contained within the overall project risk register (Appendix M).

Upload risk register

App_M_-_Risk_register[1].pdf

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 has appointed Alliance Leisure Services Ltd ('ALS') to act as our development partner for the Caerphilly L&WBH project. As part of the LUF bid development process, ALS has played an active role in developing designs, specifications and costings (see Appendix C1 and C2). ALS will continue to provide support to the Council to complete RIBA 2 Light; should the Council secure the LUF investment requested, the Council would continue to contract with ALS for the remainder of the L&WBH project (subject to decision making gateways involving Cabinet).

Procurement route - appointment of ALS (development partner)

The appointment of ALS as the Council's development partner was made through the PCR2015 compliant UK Leisure Framework ('UKLF').

The UKLF was established and procured in accordance with PCR2015 by Denbighshire Leisure Limited (DLL) c/o Denbighshire County Council. On 13th July 2021 Denbighshire Leisure Limited placed a Contract Notice in the Official Journal of the European Union ("OJEU") through the Sell2Wales Portal referenced 2016/5 JUL366128 seeking expressions of interest from leisure industry specialists to tender for the opportunity to provide, on a call off basis, leisure works and services, as required by individual public sector clients under a framework agreement.

After an extensive tendering and evaluation process ALS were appointed to the framework on 28th February 2022, following the most recent re-tendering of the framework.

In April 2022, the Council appointed ALS as our development partner for the L&WBH, with the initial contract covering the process up to and including the completion of RIBA 2 Light.

Following the completion of RIBA 2 Light and assuming a successful LUF bid, ALS would continue as the Council's development partner. Subject to the agreement of Cabinet (decision scheduled for early November 2022, dependent upon receipt of LUF award notification), the Council would extend ALS's current appointment (via the UKLF) through to the end of RIBA 4a, when technical design and a confirmed project cost will be documented as a contract sum. Should the project progress through to construction/completion (following a further Cabinet review and decision in September 2023), ALS would continue as the Council's development partner until the end of the project (via a Delivery Management Agreement).

Role of ALS as the Council's bid partner

As the Council's development partner, ALS would act on behalf of the Council to appoint a construction partner via the UKLF. The procurement of a construction partner would be informed by an assessment of the nature of the project, along with the physical and financial size and complexity of the scheme under consideration, its geographical location, nuances of the project and, of course, client requirements including local KPIs. This procurement process would be via the UKLF.

Early construction partner engagement exercises have been undertaken by ALS, who have identified ISG as the most suitable construction partner. The Council has reviewed the rationale relating to ISG's preferred status.

Should the LUF bid be successful, ISG would be appointed by ALS through to RIBA Stage 4a; they will be able to input on buildability and specialist sub-contractor packages, such as cladding, PVs, air source heat pumps, etc. early in the design stages. This will lead to efficiencies in design and will ultimately drive value for money from the end product.

When the construction contract price has been agreed (at RIBA 4a), the Council has the option of entering into the Delivery Management Agreement (DMA) with ALS. ALS would act as the employer during the delivery of the build contract (JCT D&B). Subject to the Council's agreement, ISG would be appointed as the construction partner for the remainder of the project. The Council would be fully engaged in the appointment process; there would be no

obligation on the Council to sign the DMA unless fully satisfied with the performance of the contracted parties to date and in agreement with ALS/ISG's final proposals for the L&WBH.

Consideration of procurement regulation compliance for all disbursements of LUF funding

The approach outlined above involves the procurement of suppliers via a PCR2015 compliant framework (UKLF).

Consideration of subsidy control arrangements for all disbursements of LUF funding

During the development of this bid, the Council procured and received independent legal advice in relation to subsidy control; the proposed commercial arrangements outlined above are deemed to comply with subsidy control rules (see response to Section 2).

Council safeguards/controls relating to procurement and subsidy control

As the accountable body, the Council's Procurement & Information Services Manager would meet regularly (via the monthly contract management meetings) with ALS to appraise progress of procurement processes, ensuring compliance with procurement and subsidy control rules (covering both Council and ALS procurement/disbursements). He will be supported by the Council's Building Consultancy Team. This internal expertise will provide specialist advice to the Council (Project Sponsor). Should risks or issues associated with compliance (procurement and subsidy control) be identified, these will be escalated to SRO (Mark S Williams, Corporate Director For Economy And Environment) and ultimately to the Regeneration Board. Where risks of non-compliance are identified, this will be discussed by the various tiers of governance, with the Regeneration Board being required to agree and oversee the implementation of mitigations / alternative arrangements.

The Council's Procurement & Information Services Manager and Building Consultancy Team reviewed procurement arrangements ahead of the Council's appointment of ALS as the development partner; this was to ensure that the process complied with procurement and subsidy control rules.

Prior to the appointment of all suppliers by ALS (construction partner, consultants, architects etc.), the officers identified above will consider risks associated with both procurement and subsidy control compliance. As the accountable body, should the Council identify concerns relating to compliance, these will be raised immediately with ALS via the Project Sponsor. The DMA in place between the Council and ALS will be via the UKLF, which requires ALS to undertake PCR2015 compliant procurements for all goods, works and services, thus mitigating risks from a Council perspective.

Informed by the above, ALS is the Council's bid partner in relation to this LUF bid:

Partner name and address: Alliance Leisure Services Ltd

Role in bid and what their grant will fund: Development partner

What their grant will fund: Activities outlined above, relating to the role of development partner, lead during the design stage and the appointment/management of the construction partner.

LUF funding partner will receive: £33,397,938.13 (best estimate – based upon cost plan and pro-rata share of overall inflation allowance)

Funding method: Contracts:

- Current stage: Design - up to and including RIBA 2 Light
- Future stage (assuming successful completion of previous stage and successful

LUF award): Design - RIBA 2 (full) to RIBA 4a

- Future stage (assuming Council approval of final costs and specification):

Build -

Delivery Management Agreement (RIBA 5 - build completion)

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 the financial interest: The Council's bid partner, ALS, does not hold an equity or debt stake in any collectively owned entity/land with the Council. Their financial interest in this project is purely contractual (i.e. the value of the contract held between the Council and ALS for the design and build of the L&WBH). Should the LUF application be successful, the Council would continue with the appointment of ALS to oversee the remainder of the design stage and whole of the construction stage of the L&WBH.

The relationship between the Council and ALS is purely contractual and in the case of the L&WBH, dependent on the successful award of LUF funding.

Once operational, ALS will have no financial stake in the L&WBH; the L&WBH will be operated by the Council.

Due diligence undertaken prior to submission of bid: During their application to the UKLF, ALS was subject to rigorous due diligence and assessment by the framework owners. During their assessment of the UKLF, the Council were suitably assured that the framework was procured competitively, with best value, social value and PCR2015 compliance informing the outcome of the selection process. In addition, UKLF has identified fee parameters which were evaluated by independently appointed cost consultants (Gleeds), advising the framework owner, as part of the submission process.

Prior to appointment, the Council appraised a formal proposal from ALS and evaluated the proposal based on the Council's requirements, expectations and procurement requirements. The appraisal was undertaken by the Council's Procurement & Information Services Manager and Building Consultancy Team, in addition to the Sports & Leisure Facilities Manager and the SRO being consulted. This appraisal included an analysis of the contract, proposed procurement arrangements/ contracting models, ensuring the proposal and contract reflected best practice requirements as stated within the Construction Playbook. The Council also undertook a review of ALS's current financial standing as part of this process.

Governance arrangements: The Council has designed a robust contract governance structure that ensures effective contract management of the contract with ALS:

- o Council authorisation and scrutiny - the basis of the project's governance is the

- o decision by Cabinet in April 2022 to appoint ALS as the Council's development partner. This establishes and ensures clear democratic decision making, while establishing expectations relating to reporting on and ongoing scrutiny of delivery progress, spend (variations/tolerances), contractual disputes and variations, benefits realisation and compliance with procurement and subsidy control rules.

- o The progression of the project would result in Cabinet being requested to authorise progression (in early November 2022) of the project to the end of RIBA 4a.

- o A final decision by Cabinet in September 2023 to progress with the final stages

- o of the contract, involving the agreement of a Delivery Management Agreement with ALS.

- o Ongoing scrutiny and monitoring - The governance structure outlined in Appendix S identifies the various tiers of governance, scrutiny and oversight to be implemented over the duration of the contract(s):

- o Regeneration Board (quarterly standing agenda item) - Officer and cross-party

- o political membership. Consider central and regional priorities for regeneration. To provide oversight of L&WBH project and alignment with other projects/programmes. Manage/resolve strategic risks by exception, or escalate to Cabinet

- o Housing and Regeneration Scrutiny Committee (six monthly standing agenda

- o item). Consists of 16 elected members and appropriate Officers. Each with a statutory 'watchdog' role to ensure the Council carries out its responsibilities. Appraises and challenges the project on delivery, risks and issues. Advises Cabinet on strategic issues and challenges.

- o Cabinet (ix monthly standing agenda item) Oversight of Council match funding spend and ensuring strategic alignment across regeneration, leisure and place based projects/programmes. Decision-making power to make major

changes to programme plan (subject to UK Government approval). Final point of escalation for programme risks and issues.

o Contractual arrangements - The Council will agree a fixed price contract with ALS to cover the various elements of the remaining design and full build stages.

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 contract. Similarly, the contract will make provisions that enable ALS to appoint a construction partner, however ALS will remain the primary contractor from a Council perspective, ensuring clear lines of contractual accountability.

o Ongoing operational scrutiny - Once contractual arrangements are in place, the

Council's Procurement & Information Services Manager and Building Consultancy Team will scrutinise suggested variations from ALS, to assess their

desirability, viability and feasibility from a Council perspective.

o Ongoing project and contract management - The approach to project and contract management will result in monthly meetings between the Council (Project Sponsor, Procurement & Information Services Manager, Project & Contract Manager and Building Consultancy Team) and ALS, to review progress

against delivery milestones, costing plan, benefits realisation plan and procurement arrangements. ALS and their appointed construction partner will be required to collect and report relevant information at these meetings. The Council (via the Project & Contract Manager) will maintain and review risk and issue logs 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).

The Council will pay particular focus to matching spend against invoices and contract payment profiles (including between ALS and the construction partner), to ensure appropriate use of funds, prompt payments and alignment with the Council's LUF programme delivery milestones and cost estimates.

Where variances in planned/actual spend are identified, these will be discussed and appraised from a Council risk perspective. This information will then be fed into the quarterly Project Management Update returns the Council submits to the LUF administrator/DLUHC. Ultimately, the Council will not release the next payment to ALS if it has concerns about the total value or way the funding has been spent to date (i.e. disbursements that do not align with PCR2015).

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

Key contracts to be procured

In April 2022, the Council appointed ALS as our development partner for the L&WBH, with the initial contract covering the process up to and including the completion of RIBA 2 Light. This reflects the early stages of the conventional 'design and build' procurement approach.

The appointment of ALS as the Council's development partner (currently to RIBA Stage 2 Light) was made through the PCR2015 compliant UK Leisure Framework. Prior to appointment, the Council appraised a formal proposal from ALS and evaluated the proposal based on the Council's requirements, expectations and procurement requirements. The appraisal was undertaken by the Council's Procurement & Information Services Manager and Building Consultancy Team, in addition to the Sports & Leisure Facilities Manager and the SRO being consulted. This appraisal included an analysis of the contract, proposed procurement arrangements/ contracting models, ensuring the contract reflected best practice requirements as stated within the Construction Playbook. The Council also undertook a review of ALS's current financial standing as part of this process.

The Procurement & Information Services Manager and Building Consultancy

Team will provide expertise and challenge around risks, the management of contract variations, dispute resolution (in line with Resolution Planning guidance and the Council's Corporate Resolution Planning Process), with both also supporting the Council to undertake due diligence on ALS's preferred construction partner.

Following the completion of RIBA 2 Light and assuming a successful LUF bid, ALS would continue as the Council's development partner. Subject to the agreement of Cabinet (decision scheduled for early November 2022, dependent upon receipt of LUF award notification), the Council would extend ALS's current appointment (via the UKLF) through to the end of RIBA 4a, when technical design and a confirmed project cost will be documented as a contract sum. Should the project progress through to construction/completion (following a further Cabinet review and decision in September 2023), ALS would continue as the Council's development partner until the end of the project (via a Delivery Management Agreement).

As the Council's development partner, ALS would act on behalf of the Council to appoint a construction partner via the UKLF. The procurement of a construction partner would be informed by an assessment of the nature of the project, along with the physical and financial size and complexity of the scheme under consideration, its geographical location, nuances of the project and, of course, client requirements including local KPIs. This procurement process would be via the UKLF.

Early construction partner engagement exercises have been undertaken by ALS, who have identified ISG as the most suitable construction partner. The Council has reviewed the rationale relating to ISG's preferred status.

Should the LUF bid be successful, ISG would be appointed by ALS through to RIBA Stage 4a; they will be able to input on buildability and specialist sub-contractor packages, such as cladding, PVs, air source heat pumps, etc. early in the design stages. This will lead to efficiencies in design and will ultimately drive value for money from the end product.

When the construction contract price has been agreed (at RIBA 4a), the Council has the option of entering into the Delivery Management Agreement (DMA) with ALS. ALS would act as the employer during the delivery of the build contract (JCT D&B). Subject to the Council's agreement, ISG would be appointed as the construction partner for the remainder of the project. The Council would be fully engaged in the appointment process; there would be no obligation on the Council to sign the DMA unless fully satisfied with the performance of the contracted parties to date and in agreement with ALS/ISG's final proposals for the L&WBH.

In summary, the procurement approach and key stages to procurement are as follows:

- Current stage: Design - up to and including RIBA 2 Light
- Future stage (assuming successful completion of previous stage and successful LUF award): Design - RIBA 2 (full) to RIBA 4a
- Future stage (assuming Council approval of final costs and specification): Build - Delivery Management Agreement (RIBA 5 - build completion)

Pre-market engagement/research activity

The intention is for ALS to appoint the construction partner via the UKLF. Whilst the framework is flexible on how the contractor can be appointed, the framework recommends early contractor engagement (RIBA stages 1&2) to get the most value from them, given that the construction partner will then be able to provide an enhanced level of buildability and affordability assurance from an early stage. Such early contractor engagement complements the advice set out in the Construction Playbook.

As a result of reviewing the project specific requirements for delivering the L&WBH project (client brief, resource, capability, demonstrable experience, project benchmarking, social value and Council requirements on prior contractor experience), ISG is proposed by ALS as the most suitable construction partner to deliver the two Hub projects.

Health check of the market to identify potential capability or limitations that may impact on project/procurement timescales and how these will be mitigated.

The market health check exercise undertaken by ALS has identified ISG as the best positioned provider to act as the Council's construction partner, for the following reasons:

- ISG has demonstrated a strong team that includes the required capabilities, including personnel that will support the project to ensure maximum consistency, transfer of skills and knowledge and a focus on social value and sustainability.
- Their extensive knowledge and experience of delivering wet and dry leisure schemes.
- The personnel proposed by ISG have worked with ALS on several successful leisure schemes. This will lead to consistency of approach and mutual lessons learnt on previous schemes will be carried forward to this project.
- The Council will benefit from the security of ISG being a large scale tier one contractor. In the current uncertain market conditions, the scale of ISG provides comfort with regards to resourcing of materials, labour, plant, off site storage, etc.
- ISG are delivering some of the first fully air source heat pump heated leisure centres in the UK. The experience they have gained in delivering these projects will help them to guide the design to ensure this zero carbon technology is successfully deployed at the L&WBH.
- If ISG are appointed on completion of Stage 2 Light, they will be able to input on buildability and specialist sub-contractor packages, such as cladding, PVs, air source heat pumps, etc. early in the design stages. This will lead to efficiencies in design and will ultimately drive value for money from the end product.

ALS's recommendation for appointing ISG as the construction partner will be considered by the Council over the coming weeks, with a formal decision from the Council (via Cabinet) to be sought in early November 2022.

What route to market is proposed, including an explanation as to why it is appropriate for scale / nature of the contract/s?

&

What procurement approaches have been explored or discounted

The rationale for the Council to award a Design and Build contract is informed by the fact that the Council will operate and maintain the L&WBH once it has been constructed; as such there was no requirement for a design, build, operate and maintain (DBOM) procurement.

The Council has considered numerous procurement routes during the early design stages of the L&WBH project, including:

- Officers undertook research and discussions in relation to a value for money and compliant route through which the appointed supplier for a development partner (D&B) 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 the Council managing our own procurement process.
- The Council's Procurement & Information Services Manager provided advice to the SRO on these options and additional due diligence has been carried out.
- The Council's decision was to procure the D&B contract for a development partner via the UKLF given that the framework is specific to the design and build of leisure centres and available for Councils to access. In addition, appointment onto the framework is the result of significant due diligence (capability, experience, price, financial standing etc.), while the framework was established and continues to be maintained in accordance with PCR2015.

Various options have been considered in terms of whether to award a full D&B contract, or adopt a staged approach to appointment and contract continuation. The Council has decided to procure ALS initially up to (and including) RIBA 2 Light, with a continuation of the contract to be agreed once the outcome of several current dependencies is known:

- Future stage (assuming successful completion of previous stage and successful

LUF award): Design - RIBA 2 (full) to RIBA 4a

o Outcome of LUF bid

o Outputs from further consultation and engagement with communities, businesses, public sector partners and third sector organisations

- Future stage (assuming Council approval of final costs and specification):

Build -

Delivery Management Agreement (RIBA 5 - build completion)

o Confirmation of specification and costings

This approach offers the Council the greatest safeguards, flexibility and involvement in the decision making process, while also demonstrating a clear path from the current position through to building completion by March 2025.

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

Alignment with net zero ambitions: Given the Council's commitment to be carbon neutral by 2030, the statement of requirements that informed the call-off from the UKLF was informed by numerous net zero considerations. Additionally, the specification for the L&WBH reflects the Council's commitment to this pledge and aligned with a recognised structure of reduction in carbon dioxide emissions through:

- Reducing the building energy consumption (Be Lean) by optimising the design and construction of the building to ensure less energy is required
- Supplying the energy required in an efficient manner (Be Clean)
- Supplying the energy from low zero carbon and renewable energy sources (Be Green)

The appointment of ISG by ALS would result in the Council benefiting from the support of a company leading on the construction of some of the first fully air source heat pump heated wet and dry leisure centres in the UK.

Use of local supply chains and promoting social value: Both ALS and ISG (if confirmed as the Council's construction partner) would be required to deliver on outputs and outcomes that directly contribute to the creation of social value. KPIs relating to social value (as detailed within the ToC) will be included within the contracts held with the Council, ensuring that partners deliver and report on the social value indicators that inform the benefits identified for this project.

ALS and ISG would work closely to engage the local supply chains at all levels and sizes and match their capabilities to project works.

- Pre-construction stage activity

o Define 'local' and set measurable target

o Mapping of existing supplier lists with local postcodes

o Advertise opportunities a Meet the Buyer event, in partnership with Chamber of

Commerce, Council and business groups

o Support SMEs to meet pre-qualifying criteria, and enter ISG supplier database

o A minimum of three proposals obtained for each work package

o Use of 'Lots' within larger packages

- Construction stage activity

o Minimum standards and performance targets for social value and sustainability

within design/subcontractor partner contracts

o Contractually mandate subcontractors/partners to spend with local SMEs/VCSEs

o Supplier directory provided to subcontractors

o Purchasing of goods/materials from local based trade depots/suppliers

o Monthly design/subcontractor partner performance meetings, and social

- value
- tracker completion
- o Monthly client performance reports detailing local sourcing performance
- o On site subcontractor social value performance board – providing detail on local spend and labour against target
- o Evaluate socio-economic impact via Social Value Portal

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?

To date, the Project Sponsor, Procurement & Information Services Manager, Sports & Leisure Facilities Manager and Building Consultancy Team have led on the procurement of ALS (up to RIBA 2 Light).

This group, in addition to the to-be appointed Project & Contract Manager, would continue to lead the process, ensuring that elected members and senior officers are updated.

This group would meet with the ALS Project Manager on a monthly basis to review progress against the delivery plan and overall contract performance. Oversight of the contract between the Council and ALS will be provided by the Regeneration Board (quarterly agenda item and overview report (contract status, delivery plan status, risks and issues etc.). On an as required basis, the Council may call on the expertise of other Council officers (Decarbonisation, comms, legal and finance).

Should the project progress to RIBA 3, ALS would appoint ISG as the construction partner up to RIBA 4; ALS would contract manage this arrangement, via the ALS Project Manager.

Full details of the core project team are provided in section 6.3.4. Summary details of those who will be involved in the procurement and contract management processes are provided below:

Project Sponsor

Rob Hartshorn (Head of Public Protection, Community and Leisure Services) has been a senior leader in local government for over 20 years. With his previous role having been with Cardiff City Council, he is currently responsible for a wide range of services at Caerphilly Council including Green Spaces (Parks & Countryside), Bereavements, Fleet, Sport and Leisure, Registrars, Community Safety, Licencing, Environmental Health, and Trading Standards. Resources deployed across those services include approximately 750 staff and an annual revenue budget of approximately £20 million. With a strong partnership working ethos, he is Chair or Vice Chair of a number of regional fora. He also took a lead role in the region's response to the pandemic over the last 2 years, chairing the Gwent Incident Management Team covering the Aneurin Borough University Health Board area, consisting of 5 Local Authorities, and covering a population of approximately 570,000 people. His is also a member of the project team for the recently approved Parc Penallta Visitor Centre, an exciting £2.2 million enhancement to one of our country parks.

Project & Contract Manager (new post)

In addition to managing the contract between the Council and ALS on a day-to-day basis, this post holder will be responsible for the management of budgets, payments, risks and issues, as well managing the ongoing delivery, monitoring and evaluation of the project.

Leisure and Wellbeing lead

Jeff Reynolds (Sport and Leisure Facilities Manager) has worked for over 30 years within the sport & leisure sector, with over 20 years' experience operating in a senior and strategic management position. Jeff has significant experience of working in a collaborative environment to deliver agreed outcomes that support the wider strategic objectives. Jeff led the Council's

development of its first authority-wide strategy for engagement in sport and active recreation, along with project managing high level facility capital investments. Jeff currently has responsibility for circa 300 staff and an operating budget of £6m.

Procurement lead

Ian Evans (Procurement & Information Services Manager) has 27 years public sector experience and is currently responsible for procurement, information governance and cyber security. Ian has been actively involved in successfully delivering a number of high profile projects via various procurement procedures on behalf of the Council and collaboratively across the Welsh public sector. Ian is a Member of Chartered Institute of Purchasing and Supply.

Building Consultancy - In-house consultant

Huw John (Technical Manager for Building Consultancy for Caerphilly County Borough Council) has 23 years' experience working in Building Consultancy. He has been involved in delivering construction projects varying in size and complexity for a number of internal clients including education, social services and leisure including. Projects recently delivered include multi million pound 21st Century School projects, the new athletics hub at Rhiw Syr Dafydd, Oakdale and the high level refurbishment of changing facilities at Longbridge pavilion, Risca.

Alliance Leisure Services - Project Manager

Julia Goddard (Senior Business Development Manager) has over 30 years of senior management experience in the leisure industry and has directly led and delivered over £120m million new leisure projects for ALS.

With a background in senior management in the Local Authority and Leisure Trust sectors, Julia has a wealth of operational experience as well as project delivery experience. Julia is a very conscientious and driven person, with a flair for looking at leisure space and transforming it making it relevant to today's leisure customers.

Having worked for ALS for 20 years Julia has delivered a wealth of refurbishment and new build projects as well as developments in parks and open spaces.

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

The nature of the contract in place between the Council and ALS would involve (at RIBA 4a - when the construction contract price has been agreed) the Council entering into the Delivery Management Agreement (DMA) with ALS. ALS would act as the employer during the delivery of the build contract (JCT D&B). Subject to the Council's agreement, ISG would be appointed as the construction partner for the remainder of the project. In essence, ALS would therefore be subcontracting the build element of the contract to ISG. ALS would remain accountable to the Council for the delivery of the full D&B contract, with contract management arrangements in place between the Council and ALS to cover the build period.

Additionally, ALS will appoint numerous other contractors as part of the D&B contract held with the Council:

- ALS (following the Construction Playbook recommendation of early contractor engagement) has selected the following team to achieve RIBA 2 (Light) for CH&WBH:
 - o Contractor: ISG
 - o Architect: Watson Batty (appointed by ISG)
 - o Project Manager: Hadron
 - o Principal Designer: Watson Batty
 - o It is proposed that this team will continue through the RIBA stages to construction

See diagram 11, Appendix A3.

The Council has undertaken a full skills and capabilities assessment as part of

the preparations for this project, to ensure that the Council is able to fulfil the 'intelligent client' function required for such a contract. The Council has identified an expertise and capability gap in relation to M&E. The Council has therefore decided to procure an external M&E partner to provide this support, in addition to the M&E responsibilities associated with the Council's other LUF round 2 bids. The intention is to procure an M&E partner in late 2022, allowing for them to input into the monitoring of the project from early 2023 and be involved in the design and analysis of the Council's Neighbourhood Survey in the same year, to provide the foundation for the longer term evaluation.

The Council has also identified the need for mobilisation support, given the requirement to ensure a speedy implementation of the project soon after LUF notification. The Council's intention is to procure (via an open procurement exercise) a consultancy to assist us in establishing the necessary project governance, 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, involving discussions with the other two LUF projects (if successful).

Managing these contracts effectively:

ALS procurement of suppliers/contractors - ALS's procurement of suppliers will be in compliance with PCR2015 (as required by the UKLF and mandated by the Council within the contract held with ALS). The Council's Procurement & Information Services Manager will continually monitor arrangements from both procurement and subsidy control compliance perspectives.

ALS will be responsible for managing sub-contracts held between themselves and their appointed suppliers.

Council procurement of consultants - The procurement route for all consultancy support will reflect the guidance within the Consultancy Playbook; all consultancy contracts are to either be procured via an open tender or via the Crown Commercial Service's Management Consultancy Framework.

The Council's Project & Contract Manager will oversee the procurement and contract management of all consultant support.

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 will be in place with all appointed suppliers, clearly specifying a fixed cost and specific timescales for completion of outputs (aligned to the timescales within our delivery plan). Quality criteria and statements of requirements are to be included and agreed prior to work commencing, formalised in a signed contract between both parties
- KPIs relating to timescales, social value and quality of outputs will be agreed and included within the contract
- Requirements and expectations relating to the provision of regular monitoring and evaluation information will be specified, along with the requirement for the appointed supplier to provide updated risk and issue logs
- Monthly contract management meetings would be held, attended by the appointed supplier and the Project & Contract Manager to review progress, risks and issues associated with project

A requirement for the appointed supplier to commit (as part of the procurement response and formalised within the contract) to working collaboratively with the Council, ALS, ALS appointed construction partner (if relevant) and other project stakeholders.

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

The following controls will be in place:

Risk management: Upon mobilisation, a PID, project plan and stakeholder engagement strategy will be developed, with owners and tolerances for all outputs, outcomes and impacts agreed. Where risks are shared between the Council and ALS, these will be managed on a day-to-day basis by the Council Project & Contract Manager and ALS Project Manager.

A comprehensive risk register is provided within Appendix M, identifying the known risks and mitigations at both project and design/build levels. Key mitigating actions to be undertaken to manage risks include:

Inflation

- ALS has devised the project budget using benchmarked costs from previous/existing leisure projects. This is to be tested against the Stage 3 design to ensure it aligns with the allocated budget for the project.
- Construction costs have been uplifted to include inflation. An annual inflation rate of 3.08% has been assumed, compounding to £2.55m over the 3 years.

Council changes to specification/variations:

- Sign off of RIBA 2 report required by Council, following engagement and consultation with communities, businesses, public sector partners and third sector organisations.
- Approval will be required from the Council at key milestones (end of RIBA 4 and 5).

Supply shortages/ tender pricing is affected by unfavourable local market conditions

- Further market testing will be undertaken with contractors in Stage 3 on the current market conditions.
- The security of ISG being a large scale tier one contractor, with the scale of ISG providing comfort with regards to sourcing of materials, labour, plant, off site storage, etc.
- The level of emphasis put on local providers by the Council and ALS, which will spread the risk of relying heavily on any one supplier.

Contractual arrangements: The Council will agree a fixed price contract with ALS to cover the remainder of the design and full build stage. Provision for variations will be references within the contract, including the Council's role as final decision maker in relation to variations. Similarly, the contract will make provisions for enabling ALS to appoint a construction partner, however ALS will remain the primary contractor from a Council perspective, ensuring clear lines of contractual accountability.

Key KPIs linked to the successful delivery of the L&WBH (outputs, outcomes and impact) will be embedded within the contracts agreed with ALS (and by definition the construction partner identified by ALS). Performance against these measures will be assessed as part of the contract management process and fed into the M&E process.

Ongoing contract management: The approach to project and contract management will result in monthly meetings between the Council and ALS, to review progress against delivery milestones, costing plan, benefits realisation plan and procurement arrangements. ALS and their appointed construction partner will be required to collect and present relevant information at these meetings. The Council's Project & Contract Manager 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 decision making, governance and scrutiny functions (see section 6.3.5).

The Project & Contract Manager, with the support of the Council's Finance function, will match spend against invoices and contract payment profile to ensure appropriate use of funds, awareness of all contracts and disbursements, prompt payments and alignment with the Council's LUF programme delivery milestones and cost estimates. Where variances in planned/actual spend are identified, these will be discussed and appraised from a Council risk perspective. This information will then be fed into the quarterly Project Management Update returns the Council submits to the LUF

administrator/DLUHC. Ultimately, the Council will not release the next payment to ALS if it has concerns about the total value or way the funding has been disbursed.

Ongoing scrutiny and monitoring: The governance structure outlined in Appendix S identifies the roles played by various tiers of the project's governance structure to ensure that contracts are managed effectively and all benefits secured:

- Project Board (monthly meeting) - Operational oversight of design and construction phases. Providing reassurance to the Council of cost efficiency and compliance with procurement and subsidy control rules.
- Regeneration Board (quarterly standing agenda item) - Strategic oversight of L&WBH project and alignment with other projects/programmes. Appraise quarterly progress, spend and risk reports, including delivery plan and financial spend analysis. To intervene/resolve programme level issues escalated by Project Board. Manage/resolve strategic risks by exception, or escalate to Cabinet.
- Housing and Regeneration Scrutiny Committee (six monthly standing agenda item) - Appraise and challenge the project on delivery, risks and issues. Advises Cabinet on strategic issues and challenges.
- Cabinet (six monthly standing agenda item) - Oversight of Council match funding spend and ensuring strategic alignment across regeneration, leisure and place based projects/programmes. Decision-making power to make major changes to programme plan (subject to UK Government approval). Final point of escalation for programme risks and issues.

Building Consultancy (in-house): The Council's internal Building Consultancy team will scrutinise suggested variations to assess their impact and implications from a Council perspective, in addition to advising on project delivery risks.

Benefits realisation: The contract held between the Council and ALS (and ALS's appointed suppliers) will clearly identify the outputs (completion of on time, on budget and quality), in addition to other outputs and outcomes linked to the benefits identified in the ToC. These will be monitored during the project to track progress and benefits realisation (i.e. quarterly, to allow time for the Council to respond to DLUHC's project management update return) to inform internal and external oversight and scrutiny functions. ALS will be required to include related output targets within their contracts with appointed suppliers.

Set out how you plan to deliver the bid

Please refer to Appendix T for the detailed delivery plan.

Project and contract management - The Project Board will directly manage implementation of all aspects of the L&WBH design and construction. This will involve active management of delivery plans, procurement activity, contract management and the 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. Where risks are shared between the Council and ALS, these will be managed a day-to-day basis by the Council Project & Contract Manager and ALS Project Manager.

The Project & Contract Manager will maintain and review risk and issue logs; this information will feed into the Council's wider democratic decision making governance and scrutiny function (see section 6.3.5), as well as informing project management and M&E functions. The Project Sponsor and Project & Contract Manager will ensure the external M&E partner is embedded within the project once appointed.

The approach to contract management will result in monthly contract management meetings between the Council (Project Sponsor, Procurement Lead, Project & Contract Manager and Building Consultancy Team) and ALS, to review progress against delivery milestones, costing plan, benefits realisation plan and procurement arrangements. ALS and their appointed

construction partner will be required to collect and present relevant information at these meetings.

Benefits realisation: The contract held between the Council and ALS will clearly identify the outputs (completion of on time, on budget and quality), in addition to other outputs and outcomes linked to the benefits identified in the ToC. These will be monitored during the project to track progress and benefits realisation (i.e. quarterly, to allow time for the Council to respond to DLUHC's project management update return) to inform internal and external oversight and scrutiny functions. ALS will be required to include related output targets within their contracts with appointed suppliers.

WP2 - RIBA Stage 2 - Concept design (April-November 2022). Leads: ALS and ALS appointed subcontractors (Watson Batty, Hydrock, CGP and FT Leisure)

- Design development
- Consultation and engagement with residents, public sector partners and third sector organisations (link with Council's Comms & Engagement function)
- Structural, MEP and pool filtration input
- Surveys
 - o Risks - outcome of surveys, in relation to coal mine, ground conditions and flooding risk. Current level of risk considered low. Risk owners - Project Sponsor/ALS.

Milestone 1 - Completion of concept design work, including input from stakeholder engagements and consultations

WP1 - Project management - ongoing (August 2022-March 2025)

- Recruit Project & Contract Manager (Project Sponsor)
- Implement project governance arrangements (Project Sponsor)
- Procurement of external M&E partner (Project Sponsor)
- Service design - further engagements (see WP2)
- Risk - further engagements result in significant changes/Council requirements to L&WBH specification (see risk log). Risk owner - Project Sponsor.
- Dependency - appointment of Project & Contract Manager dependent on successful LUF bid.

Milestone 2 - Cabinet confirmation of progression to RIBA 4a; continuation of ALS contract (early Nov 2022)

WP3 - RIBA Stage 3 – spatial co-ordination & planning approval (December 2022-June 2023)

- Design development (all design team)
 - Report / amendments (ALS)
 - Client review and approvals (Council review and approvals)
 - Planning application developed/submitted/approved (DPP/Project Sponsor)
 - o Risk - further changes in Council requirements (see risk log for full details).
- Risk owner - Project Sponsor.

WP4 - RIBA Stage 4 - Final proposals & pricing (January-September 2023)

- Stage 4A design development (all design team)
- Stage 4B design development (all design team)
- Pricing
 - o Sub-contractor packages / tenders (ISG)
 - o Development of Contractor's Proposals (ISG)
 - o Agree contract terms and conditions (Council/ALS)
- Client approvals (Council)
 - o Final recommendation
 - o Client approval
 - o Appoint ALS for construction works
- Risk - inflation increasing costs to levels not covered by allocated budget (see risk log for full details). Risk owner - Project Sponsor.

Milestone 3 - Cabinet confirmation of progression from RIBA 5 to completion; confirm Delivery Management Agreement with ALS (September 2023)

WP5 - Construction of L&WBH (ISG lead) - (October 2023-December 2024)

- Lead in
- Appointment of sub-contractors
- Construction
- M&E commissioning
- Pool commissioning
- Training and familiarisation
- Practical Completion of the Wellness Hub
- Ensure transport links and extend roundabout
- Risk – delay in accessing supplies required to complete construction, resulting in delays and additional cost. Risk owner - ALS Project Manager/ISG (see risk log for full details).
- Dependency – alignment with transport infrastructure (roundabout and road linkages) associated with Transport Interchange Hub and active travel corridor projects. Dependency owner - Project Sponsor.

WP6 - Soft landing (Council lead) - (December 2024-March 2025)

- Fit out
- Contractor support in operating systems and further training (ISG)
- Test events
- Soft opening
- L&WBH opens

Milestone 4 – L&WBH operational (February 2025)

Ongoing project management - monitoring and evaluation (September 2022-March 2027)

- Appointment of M&E partner - Project Sponsor
- Establish and maintain links between project and central government M&E processes - Project Sponsor
- Establish data capture arrangements and baselines for currently unmeasured indicators - Project & Contract Manager/M&E partner
- Engage partners to ensure effective data capture - Project & Contract Manager/M&E partner
- Engage partners - wider M&E methodology - Project & Contract Manager/M&E partner
- Neighbourhood Survey - February 2023 and February 2025 - Council (Comms & Engagement)/ M&E partner
- Annual monitoring reports produced - annual project appraisal - Project & Contract Manager/M&E partner
- Annual evaluation report - M&E partner
- Final evaluation report (year 5) - M&E partner

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

It is projected that £0.38m worth of expenditure will take place during 2022/23 (see Appendix A1 – Table C – P1 Costing Estimates).

As outlined within the Appendix A1, Table C P1 and Table D P1, significant project activity will be delivered during 22/23:

Work Package 1: Project management

- Programme governance
 - o Finalisation of PID, stakeholder management strategy, risk log and issues log
 - o Commence Project Steering Group meetings, involving core project team
 - o Ongoing maintenance of delivery plans, risk logs and stakeholder management strategy
 - o Ensure governance alignment with Council governance (agenda items, paper deadlines etc.)
 - o Service design (to inform concept design)
 - Further engagement with residents – functions
 - Further engagement with public sector partners – functions
 - Further engagement with VCS organisations – functions

- o Production of final service design feedback report
- o Cabinet confirmation of progression to RIBA 4a
- o Alliance to appoint construction partner
- o Cabinet confirmation of progression to project completion (Delivery Management Agreement)
- o Implement contract monitoring and review processes (design and construction partners)
- o Develop specification for external M&E partner, in conjunction with leads for other Council LUF bids - ITT
- o Undertake procurement of external M&E partner - appointment of partner
- o Finalise M&E methodology
- o Establish and maintain links between project and central government M&E processes

WP2 - RIBA Stage 2 - Concept Design

- Design development
- Consultation
- Structural, MEP and pool filtration input
- Surveys

WP3 - RIBA Stage 3 - Spatial Coordination

- Design development
- Report / amendments
- Client review and approvals
- Prepare detailed planning application
- Client and legal review and make final amendments
- Submit planning application
- Validation, committee and determination

Risk Management: Set out your detailed risk assessment

A risk assessment for this project is provided within Appendix M - the risks are separated into two groups; project risks and design/build risks. Risks with the highest post-mitigation risk score are considered below:

Risk description: Escalation of capital costs/unforeseen costs emerge, resulting in insufficient budget to successfully complete build/operate L&WBH

Impact:

- Potential for insufficient funds available to complete the project to the specified timescales, quality and budget

- Loss of some/all health and wellbeing benefits associated with proposal

Mitigations:

- Contingency has been set at a level that is sensible for this stage of a project. The allowance will be reviewed and adjusted to reflect the design development that has taken place in Stage 2 design and following the findings of surveys that

will be issued early in Stage 3

- Inflation contingency allowance is included in the budget
- Current cost assumptions to be tested against the Stage 3 design to ensure it marries the business case capital expenditure expectations
- Potential to reduce specification of building/facilities/equipment, however this may negatively impact on benefits realised by the L&WBH

Costs:

- Appropriate contingencies already built into costing estimates.

Owner:

- ALS Project Manager and Council Project Sponsor

Risk description: Escalation of capital costs, resulting in insufficient budget to successfully complete build/operate L&WBH

Impact:

- Potential for insufficient funds available to complete the project to the specified timescales, quality and budget.

- Loss of all health and wellbeing benefits associated with proposal

Mitigations:

- Contingency has been set at a level that is sensible for this stage of a project. The allowance will be reviewed and adjusted to reflect the design development that has taken place in Stage 2 design and following the findings of surveys that will be issued early in Stage 3
 - Inflation contingency allowance is included in the budget
 - Current cost assumptions to be tested against the Stage 3 design to ensure it marries the business case capital expenditure expectations
 - Potential to reduce specification of building/facilities/equipment, however this may negatively impact on benefits realised by the L&WBH
- Costs:
- Appropriate contingencies already built into costing estimates.
- Owner:
- ALS Project Manager and Council Project Sponsor

Risk description: Contingency insufficient to cover all client risks arising throughout the project

Impact:

- As above

Mitigations:

- Contingency has been set at a level that is sensible for this stage of a project. The allowance will be reviewed and adjusted to reflect the design development that has taken place in Stage 2 design and following the findings of surveys that will be issued early in Stage 3.
- A specific inflation contingency allowance is included in the budget. However, inflation currently remains very high and with conflict between Russia and Ukraine, this could continue to rise significantly in 2022.

Costs:

- Appropriate contingencies already built into costing estimates.

Owner:

- ALS Project Manager and Council Project Sponsor

Risk description: Client changes - Design is altered to reflect changes in the Council/community requirements

Impact:

- Variations to original specification may increase the cost of the project, which would require the Council to identify additional funds.
- Should significant variance be requested/required, potential for delay in completing the construction of the L&WBH.

Mitigations:

- Sign off of Stage 2 report required by Council, following completion of engagement and consultation exercise.
- Approval will be required from the Council team at the conclusion of each design stage, as the project progresses.

Costs:

- Not able to identify currently, as dependent on the nature of the specification variation requested.

Owner:

- ALS Project Manager and Council Project Sponsor

Risk description: Ground conditions are poor, requiring onerous sub-structure works.

Impact:

- Project incurs delays and additional cost
- Potential to amend specification/designs, meaning that the constructed L&WBH is not considered optimum

Mitigations:

- An initial high level desk top study has been completed on the site
- Phase 2 works are to be completed during Stage 3 design
- Detailed coal mining risk assessment to be completed and Maps to be procured from the Coal Board Authority to check on seams and shafts in the area

Costs:

- Not able to identify currently, as dependent on the nature of addition risks and associated costs
- Contingency allowance included within budget (inflation/additional costs etc.)

Owner:

- ALS Project Manager/ ISG and Council Project Sponsor
-

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

The Council's Environment and Economy directorate is leading the Caerphilly L&WBH project. Mark S. Williams (Corporate Director for Economy & Environment) is the SRO, with the Project Sponsor reporting into the SRO on an operational basis.

The structure of the core project team is outlined within our governance structure (Appendix S). Informed by the Council's skills and capabilities assessment, the core team ('LUF Project Team') consists of numerous Council employees, in addition to the ALS Project Manager. Members of the core project team will meet on a weekly basis (operational project meetings), in addition to attending the formal monthly Project Board meetings. Both meetings will be chaired by the Project Sponsor.

Project Sponsor

Rob Hartshorn (Head of Public Protection, Community and Leisure Services) has been a senior leader in local government for over 20 years. With his previous role having been with Cardiff City Council, he is currently responsible for a wide range of services at Caerphilly Council including Green Spaces (Parks & Countryside), Bereavements, Fleet, Sport and Leisure, Registrars, Community Safety, Licencing, Environmental Health, and Trading Standards. Resources deployed across those services include approximately 750 staff and an annual revenue budget of approximately £20 million. With a strong partnership working ethos, he is Chair or Vice Chair of a number of regional fora. He also took a lead role in the region's response to the pandemic over the last 2 years, chairing the Gwent Incident Management Team covering the Aneurin Borough University Health Board area, consisting of 5 Local Authorities, and covering a population of approximately 570,000 people. He is also a member of the project team for the recently approved Parc Penallta Visitor Centre, an exciting £2.2 million enhancement to one of our country parks.

Project & Contract Manager (new post)

In addition to managing the contract between the Council and ALS on a day-to-day basis, this post holder will be responsible for the management of delivery, budgets, payments, risks and issues, as well managing the ongoing delivery, monitoring and evaluation of the project.

Leisure and wellbeing lead

Jeff Reynolds (Sport and Leisure Facilities Manager) has worked for over 30 years within the sport & leisure sector, with over 20 years' experience operating in a senior and strategic management position. Jeff has significant experience of working in a collaborative environment to deliver agreed outcomes that support the wider strategic objectives. Jeff led the Council's development of its first authority-wide strategy for engagement in sport and active recreation, along with project managing high level facility capital investments. Jeff currently has responsibility for circa 300 staff and an operating budget of £6m.

Procurement lead

Ian Evans (Procurement & Information Services Manager) has 27 years public sector experience and is currently responsible for procurement, information governance and cyber security. Ian has been actively involved in successfully delivering a number of high profile projects via various procurement procedures on behalf of the Council and collaboratively across the Welsh public sector. Ian is a Member of Chartered Institute of Purchasing and Supply.

Stakeholder engagement and communication

Hayley Lancaster (Transformation Lead for Insight and Intelligence) has 15 years' experience of leading on strategic communications and engagement projects within the public sector. She has led on significant projects including multi-million pound new school build developments as part of the Welsh Government's 21st Century Schools programme, high profile infrastructure developments and town centre regeneration. She currently leads the organisation's corporate engagement team and will be responsible for the management of stakeholder engagement and communication.

Building Consultancy - In-house consultant

Huw John (Technical Manager for Building Consultancy for Caerphilly County Borough Council) has 23 years' experience working in Building Consultancy. He has been involved in delivering construction projects varying in size and complexity for a number of internal clients including education, social services and leisure including. Projects recently delivered include multi million pound 21st Century School projects, the new athletics hub at Rhiw Syr Dafydd, Oakdale and the high level refurbishment of changing facilities at Longbridge pavilion, Risca.

Alliance Leisure Services - Project Manager

Julia Goddard (Senior Business Development Manager) has over 30 years of senior management experience in the leisure industry and has directly led and delivered over £120m million new leisure projects for ALS.

With a background in senior management in the Local Authority and Leisure Trust sectors, Julia has a wealth of operational experience as well as project delivery experience. Julia is a very conscientious and driven person, with a flair for looking at leisure space and transforming it making it relevant to today's leisure customers.

Having worked for ALS for 20 years Julia has delivered a wealth of refurbishment and new build projects as well as developments in parks and open spaces.

Corporate support services

Supporting the core project team are Paul Cooke, Transformation Manager for Decarbonisation, Robert Tranter, Head of Legal Services and David Roberts, Interim Finance Manager.

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

Please see Appendix S for an overview of project governance arrangements.

The project governance structure is informed by the following principles:

- The alignment of the project's governance structure to the Council's existing democratic decision making and scrutiny arrangements. The project (as with the Council's other LUF round 2 projects) will feed into the Regeneration Board, which will ensure appropriate, clear and effective links to the Council's scrutiny and oversight functions, without the need for additional tiers of strategic governance being created.
- This ensures that the Regeneration Board and Housing and Regeneration Scrutiny Committee are appropriately positioned to monitor, scrutinise and oversee all placed based transformation projects aligned to the Caerphilly 2035 regeneration masterplan, including the management/scrutiny of dependencies, risks and issues between projects/programmes.
- As the accountable body, the proposed governance arrangements are designed to ensure the Council proactively manages and mitigates risks associated with procurement and subsidy control rules.
- The governance structure ensures alignment with the contract management of the contract between the Council and ALS; the outputs from the ongoing monitoring and management of the contract (delivery progress, financial spend, risks, issues, variations etc) will be fed into the management and oversight provided by the various tiers of the governance structure.
- Additionally, the governance structure incorporates the M&E function associated with the L&WBH and other Council LUF projects; the single M&E function (see section 6.4.1) across each of the Council's LUF projects will assist in the appraisal of benefits realisation, with annual evaluation reports being submitted for the consideration of the Regeneration Board, Scrutiny Committee

and Cabinet.

Project governance - strategic accountability and oversight

The strategic accountability and oversight element of the governance structure has been established through the following Council decisions:

- At the meeting of Cabinet held 22nd June 2022 the following was agreed:
 - o The submission of the L&WBH LUF bid
 - o The Council's commitment of the following levels of match funding:
 - £10,621,777 from the Council's Wellbeing and Place Shaping Framework Earmarked Reserve
 - £3,006,163 from the Community Infrastructure Levy fund
- See Appendix R for written confirmation of this commitment.

Project governance - operational oversight and management

The Project Board is operationally accountable for the project running to time, budget and the required level of quality. It will be chaired by the Project Sponsor and attended by all members of the project's core team (including the ALS Project Manager, in an operational capacity). Input will be provided from the Council's corporate services (Decarbonisation, Comms, Legal, Finance etc.) as required.

The Project Board will directly manage the implementation of all aspects of the L&WBH design and construction. 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. Where risks are shared between the Council and ALS, these will be managed on a day-to-day basis by the Council Project & Contract Manager and ALS Project Manager.

A clear escalation process for risks and issues will be established; the Project Board will manage operational risks (and where possible strategic risks). Tolerances will be agreed at project mobilisation, with these providing the basis for escalation. The Project 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). Should risks/issues require escalation, the SRO will be informed. The SRO will either agree to the implementation of a particular mitigation or refer the matter to the Regeneration Board for resolution (with a costed mitigation plan). Cabinet will act as the final point of escalation, should the risk/issue be resulting in increased costs that are not currently covered by the project's allocated budget.

During project mobilisation, a Project Initiation Document, project plan, risk log and stakeholder engagement strategy will be developed and agreed, with owners and tolerances for all outputs, outcomes and impacts confirmed. On a day-to-day basis, the project will be overseen by the Project Sponsor and Project & Contract Manager. The Project & Contract Manager will manage the contract with ALS on a daily basis. Links will be established with the external M&E partner once they are appointed, to ensure alignment between project activity and the M&E function.

Project assurance arrangements

The following assurance procedures will be embedded into project and contractual governance arrangements:

- ALS will be held to account via regular contract management meetings.

Given

the structure of the contract, ALS and all ALS appointed suppliers will be held to

account by the Council through the contract management of ALS. Additionally, the Regeneration Board will scrutinise delivery progress, financial spend and benefits realisation.

- Management of variations and compliance - The Council's Procurement & Information Services Manager will advise on aspects of contractual risk, procurement and subsidy control considerations/rules. Should variations be proposed by ALS or the construction partner, these will be appraised from a Council perspective by the Procurement & Information Services Manager and Building Consultancy team, in terms of risk, compliance, cost, time, benefit realisation, procurement and subsidy control implications etc.
- The Council's Regeneration Board and Cabinet will receive status reports

(including current/forecasted spend profiles, risk and issue logs etc.), with risks being managed by these groups by exception.

- Progress reports (developed by the Project Board) will be sent to and be considered / scrutinised by the Regeneration Board, Housing and

Regeneration

Scrutiny Committee and Cabinet on a quarterly / six monthly basis (via a standing agenda item).

- Regular project audits will be undertaken by the Council's Transformation Team

on a six monthly basis.

- Financial controls - A fixed price contract agreed between the Council and ALS,

with clear payment arrangements linked to milestones, outlining expectations regarding clear, regular and transparent reporting of delivery progress and spend & outputs, agreed tolerances associated with the timeliness, cost and quality of delivery).

- ALS will be mandated to include Council requirements associated with appropriate use of funds (counter fraud, corruption and anti-bribery, conflicts of interests etc.) within their contracts with appointed suppliers. Council requirements associated with cyber security, data management and ethical / professional standards will also be included within the contract with ALS.

Ensuring M&E functions are embedded within project governance

The M&E function (to be provided by a procured external organisation) will be responsible for measuring benefits realisation; whether the project/investment realises the outcomes and impacts as listed within Appendix A1). To ensure that the project accesses the required level of information, the contract held between the Council and ALS will clearly identify the basic outputs (completion of on time, on budget and quality), in addition to other outputs linked to the benefits identified in the ToC. These will be monitored during the project to track progress and benefits realisation.

Similarly, ALS will be required to include related output targets within their contracts with appointed suppliers, in addition to the requirement that their appointed suppliers provide this information at identified points in time. In addition to providing the Council with the information required for the DLUHC Project Management Update return, this information will be used by the Project Board to monitor progress, risks and issues.

Once operational, the Council's leisure service that operates the L&WBH will be required to produce regular impact reports for the consideration of the Regeneration Board, Scrutiny Committee and Cabinet. These reports will focus on the realisation of longer term outputs/outcomes that are identified within our ToC and BCR calculations. This information will also be used to inform the evaluation of the project undertaken by the M&E partner.

The external M&E partner will be a standing member of the Project Board, with the Council and ALS assisting them with the collection of information to inform the evaluation process. The Council will ensure that the M&E partner has access to all relevant information from the Neighbourhood Surveys undertaken every 2 years (with pride in place, fear of crime etc. measured via this survey). The Council will also provide details of baselines and previously collected information.

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 G for the L&WBH's feasibility study and Appendix Q for details of the L&WBH's 5 year income and expenditure forecasts and details/evidence that supports underpinning assumptions.

Revenue summary

The table below provides an overview of the revenue forecasts for the L&WBH, demonstrating the impact of increased use of the L&WBH (compared to CLC) and the new income streams that will be realised through the delivery

of new facilities and an improved leisure and wellbeing offer:

See diagram 12, Appendix A3.

The above projections are informed by numerous assumptions. In summary:

- The Council will operate the L&WBH once it has been constructed.
- Projections have been developed based on market positions for the operation of the facilities, whilst taking into account local conditions, including pricing and usage of existing facilities.

- The L&WBH includes a number of new income streams that will contribute to the significant increase in income, including:

- o Larger pool area with additional features such as splash area and learner pool & flumes

- o Increased level of health and fitness (circa 50 extra stations)

- o New activities such as Tag Active/Adventure Play/Spa and Toning

- o A café offer generating significant food and beverage income.

- o Community space

- Fitness projections are based on a conservative estimate projecting a membership of 2,310 members, as identified by latent demand analysis. It should be recognised that this projection is based on market-based positions where operators would have effective sales and marketing systems and operate commercially.

- Projected attendance at the new site will increase from 272,825 (2019/20) to 564,237 in a mature year, based on new activities identified above.

Expenditure summary

See diagram 13, Appendix A3.

- Staffing costs have been based on the expected levels of staffing to operate the L&WBH, while recognising the economies of scale through operating the facility

in conjunction with other facilities and excluding senior management cost which

are within central leisure costs (Council held budget).

- NNDR costs have been included based on a rateable value of £64,500, however

the exact figure will not be known until the L&WBH is constructed.

- Maintenance costs have been included in the projections to reflect a position of

ensuring the facility is maintained in accordance with sector standards. These costs reflect the modern nature of the L&WBH, with the service's maintenance budget assumed as sufficient for all maintenance (mainly relating to equipment and internal repairs), as opposed to the current situation that requires a significant Council subsidy to cover repairs required to ensure the CLC remains

safe and operational.

- Utility costs have been assumed at a level aligned to sector benchmarks; while

the L&WBH will be energy efficient and produce its own renewable energy, the site will be larger than the current CLC. Additionally, while the L&WBH will rely less on mains provided utilities, the utilities it does require (electricity, water etc.) are subject to significant levels of inflation currently; these have been factored into calculations.

Overall viability

The overall viability of the L&WBH is demonstrated below.

See diagram 14, Appendix A3.

In a mature year (Year 3) the new development is projected to operate at a surplus of c£599,000, which would be an improvement on the existing position of c£898,000.

Sensitivity analysis has been undertaken to ensure the L&WBH represents a viable and sustainable investment. This analysis is based on reductions and increases in income and expenditure and is summarised in the table below:

See diagram 15, Appendix A3.

Each scenario presented provides a significant improvement on existing performance.

As an illustration and comparison with recent new facilities that have been developed the table below demonstrates examples of revenue positions for new facility developments:

See diagram 16, Appendix A3.

The two facilities identified above are both new build schemes opened within the last 18 months and the performance identified is the mature year performance, with both facilities on track to achieve this. Whilst they are not exact comparisons in terms of facility mix and location, they do illustrate what can be achieved with new facilities.

Both facilities are delivering higher income and surplus than that projected for the Caerphilly L&WBH; in addition neither of them having Tag Active or Adventure Play.

Upload further information (optional)

App_A3_-_Diagrams[1].docx

Set out proportionate plans for monitoring and evaluation

M&E objectives - The Council's intention is to procure a single external M&E partner to assist with the M&E of each successful LUF project as part of a programme wide approach. Additionally, the Council is considering including the M&E function relating to UKSPF investment within the specification for M&E support, enabling a holistic evaluation of capital and revenue funded regeneration across the county borough.

The aims of the Council's approach to M&E in relation to the L&WBH project are as follows:

Monitoring (linked to project management function)

- To assist in the monitoring of progress made across the project; specifically in relation to monitoring and measuring inputs (financial spend, resources etc.) and outputs (construction completed to time, specification, within budget and to the required quality etc.).
- Appraising the quality and impact of project management, risk identification and mitigation, management of dependencies and contract management processes.
- Early analysis of outputs resulting from the investment (amount of new sport centre / community / retail/ hospitality / public realm etc. created, improved EPC rating etc).

Evaluation

- Analysis of outputs resulting from the investment (jobs created and secured, apprenticeship and volunteering opportunities filled, cultural events held, level of community & P&EI activity based at the L&WBH, participation levels across leisure activities etc.).
- Assessing the impact of the investment on the market failures and systemic challenges that inform the case for investing in the L&WBH.
- Analysis of the impact of the investment; specifically how has the investment impacted on the social, commercial and environmental outcomes identified within this bid?
- Assessing how and to what extent the L&WBH has contributed to positive behaviour change; improving outcomes and reducing deprivation levels across communities that are currently experiencing the most pronounced inequality
- Evaluating the impact of the L&WBH on the communities, businesses and public sector partners identified within this bid.

- Assessing whether and to what extent the net zero benefits associated with the project have been realised.
- Quantifying the L&WBH's contribution to the regeneration of the town centre and Basin.
- A calculation of the BCR achieved by the project (generated Yrs1-5).

For details on the outputs, outcomes and impacts to be measured and realised during and after this project, please refer to Appendix A1, Table E (M&E).

Given the Council's ambition to view the L&WBH as a pilot that could potentially be mainstreamed in the future, we are committed to a full and transparent M&E process; the Council is interested in identifying the elements of the project/intervention that work best, while also understanding the impact on residents, communities and businesses. This will help us to develop an evidence base and case for investment for further hubs. We are also committed to sharing the results of the process with UK Government, Welsh Government and our public sector partners.

Bid level M&E research questions

Monitoring - Monitoring bid questions have been designed to provide a robust evidence base and informed analysis in relation to the following questions:

- Was the L&WBH completed on time, to the required specification and within budget?
- Were all identified resources deployed? Were there any challenges in accessing resources/supplies?
- How well were anticipated risks (inflation, access to supplies etc.) managed?
- Did the Council's procurement approach (staggered D&B contract with ALS) prove effective?
- How effective were project management and governance arrangements?
- How well were dependencies managed, particularly in relation to the interfaces between the L&WBH project, other LUF projects and wider Caerphilly 2035 programme?
- Did oversight, scrutiny and assurance arrangements enable the Council to ensure compliance with procurement and subsidy control rules?
- Lessons learned - what were the critical success factors? What could have been done differently/better?

Evaluation - The evaluation process is designed to assess the impact of the L&WBH by measuring the direct causal link between the operation of the hub and the outcomes experienced by our residents and communities. Specifically, the following will be considered:

- To what extent have the market failures identified within this bid been addressed?
- To what extent have the barriers to participation identified by residents in 2022 been addressed?
- Has the L&WBH resulted in/to what extent has the L&WBH resulted in:
 - o An increase in the levels of physically active (i) children (ii) young people (iii) young adults (iv) adults (v) elderly adults?
 - o An increase in active travel?
 - o An increase in the number of residents achieving qualifications of NVQ4?
 - o The Council's ability to meet the commitment to be net zero by 2030?
 - o A viable and competitive leisure offer?
 - o Increased footfall, dwell time and spend in the town centre?
 - o An enhanced and integrated visitor offer?
- What impact has the L&WBH had on people's lives, particularly those living in communities experiencing acute deprivation and inequality? Has Caerphilly been 'levelled up' (i) at a constituency level (ii) at a county borough level?
 - o Do residents living in deprived communities experience improved outcomes (health, income etc.) and reduced levels of deprivation?
 - o Has community resilience been enhanced? Do third sector organisations and mutual aid groups feel better supported and more empowered?
 - o Has business sentiment and confidence increased? What impact has this had on growth, productivity and investment in jobs?
 - o Do the jobs created align with the skills of our residents and communities?
 - o Has the investment created the necessary condition for future public/private sector investment? What barriers and challenges remain?
 - o Are more young people and young adults choosing to remain and thrive in

Caerphilly?

o Has pride in place amongst the population of Caerphilly increased?

o What additional transformation is required to ensure that Caerphilly 2035 enables residents, communities and businesses to thrive?

Outline of bid level M&E approach

Our approach is informed by the M&E framework issued by central government and assumes the Green & Magenta Book compliant methodology to be followed by the external M&E partner. The proposed approach is outlined below, with further development to be undertaken with the M&E partner once appointed.

Monitoring - The approach to monitoring will focus on the intervention characteristics and outputs/output measures/output indicators (see columns F-H of the ToC - Appendix P). Data collection will rely on a combination of strong project management functions, contract management and internal (Council) performance management arrangements. Progress and performance against the delivery plan will be monitored in real time, with the Project Sponsor and Project & Contract Manager working with the ALS Project Manager to regularly appraise progress.

A lessons learned log will be maintained by the Project & Contract Manager, while key KPIs linked to the construction of the L&WBH will be embedded within the contracts agreed with ALS (and ALS's appointed suppliers). Monitoring reports will be provided to the various tiers of governance and fed into the wider oversight and scrutiny process.

Evaluation - The approach to evaluation will focus on measuring the outcomes and impact derived from the construction and operation of the L&WBH. Measures within columns J-L of the ToC have been identified as the most appropriate outcome indicators upon which to base the evaluation. A series of 'overall outcomes/impacts' are identified within columns M-O of the ToC. These 'overall' measures will assess the cumulative impact experienced by residents, businesses and public services.

A 5-year evaluation period has been assumed, allowing for initial findings to be reported at the end of the LUF project (in April 2025) and the continuation of a longer-term evaluation (to conclude in March 2027). The M&E partner will be asked to contribute to the design and analysis of the Neighbourhood Surveys undertaken by the Council every two years (including questions on pride in place, fear of crime, business sentiment and confidence etc.).

The majority of outcome and impact indicators identified are currently measured via existing Council arrangements (including the Neighbourhood Survey, footfall, cycling and active travel counting etc.). The contracts signed with ALS and ALS's appointed construction partner will include metrics, targets and reporting requirements as identified within Table E (Bid Monitoring and Evaluation).

Additionally, the Council's leisure service will be required to collect and report on performance against metrics by the Regeneration Board (number of leisure customers per service/element of the offer, number of community events, number of public sector partners and community groups delivering services via the L&WBH etc.). Where arrangements for data collection are not currently in place, we will establish arrangements and agree baselines with the M&E partner once they are appointed.

Senior Responsible Owner Declaration

Upload pro forma 7 - Senior Responsible Owner Declaration SRO declaration.docx

Chief Finance Officer Declaration

Publishing

URL of website where this bid
will be published www.caerphilly.gov.uk

Additional attachments

Additional file attachment 1

Upload attachment [App_A1_-_LUF_Single_Project_Costings_and_Planning_Wkbook_v1.5_April_22\[1\].xlsx](#)

Additional file attachment 2

Upload attachment [App_A2_-_VfM_Methodology\[1\].docx](#)

Additional file attachment 3

Upload attachment [App_A3_-_Diagrams\[1\].docx](#)

Additional file attachment 4

Upload attachment [App_B_-_L&WBH_map_and_layout\[1\].pdf](#)

Additional file attachment 5

Upload attachment [App_C1_-_L&WBH_cost_plan\[1\].pdf](#)

Additional file attachment 6

Upload attachment [App_C2_-_RIBA_Stage_2_Light_Report\[1\].pdf](#)

Additional file attachment 7

Upload attachment [App_D_-_Caerphilly_Interchange_Corridor_Plan\[1\].pdf](#)

Additional file attachment 8

Upload attachment [App_E_-_L&WBH_options_appraisal\[1\].pdf](#)

Additional file attachment 9

Upload attachment [App_F_-_Latent_Demand_Summary\[1\].pdf](#)

Additional file attachment 10

Upload attachment [App_G_-_L&WBH_feasibility_study\[1\].docx](#)

Additional file attachment 11

Upload attachment [App_H_-_Barriers_to_participation\[1\].pdf](#)

Additional file attachment 12

Upload attachment	App_I_-_Sport_and_Active_Recreation_Strategy[1].pdf
--------------------------	---

Additional file attachment 13

Upload attachment	App_J_-_CLC_Condition_Report_costs[1].docx
--------------------------	--

Additional file attachment 14

Upload attachment	App_K_-_CLC_Building_Condition_Report_Ind_Cost[1].docx
--------------------------	--

Additional file attachment 15

Upload attachment	App_L_-_User_Profile[1].docx
--------------------------	------------------------------

Additional file attachment 16

Upload attachment	App_M_-_Risk_register[1].pdf
--------------------------	------------------------------

Additional file attachment 17

Upload attachment	App_N_-_Intergrated_EqIA[1].docx
--------------------------	----------------------------------

Additional file attachment 18

Upload attachment	App_O_-_ToC_methodology[1].docx
--------------------------	---------------------------------

Additional file attachment 19

Upload attachment	App_P_-_ToC_output[1].xlsx
--------------------------	----------------------------

Additional file attachment 20

Upload attachment	App_Q_-_I&E_expectations[1].xlsx
--------------------------	----------------------------------

Additional file attachment 21

Upload attachment	App_R_-_Council_confirmation_of_match[1].docx
--------------------------	---

Additional file attachment 22

Upload attachment	App_S_-_Governance[1].pptx
--------------------------	----------------------------

Additional file attachment 23

Upload attachment	App_T_-_Programme_Rev_B[1].pdf
--------------------------	--------------------------------

Additional file attachment 24

Upload attachment	App A5 letters of support.pdf
--------------------------	-------------------------------

Additional file attachment 25

Upload attachment	App A5 Additional Letter of Support.docx
--------------------------	--
