

Levelling Up Fund Application Form

This form is for bidding entities, applying for funding from the Levelling Up Fund (LUF) across the UK. Prior to completing the application form, applicants should read the [LUF Technical Note](#).

The Levelling Up Fund Prospectus is available [here](#).

The level of detail you provide in the Application Form should be in proportion to the amount of funding that you are requesting. For example, bids for more than £10m should provide considerably more information than bids for less than £10m.

Specifically, for larger transport projects requesting between £20m and £50m, bidding entities may submit the Application Form or if available an Outline Business Case (OBC) or Full Business Case (FBC). Further detail on requirements for larger transport projects is provided in the [Technical Note](#).

One application form should be completed per bid.

Applicant & Bid Information

Local authority name / Applicant name(s)*: [City of Bradford Metropolitan District Council \(CBMDC\)](#)

**If the bid is a joint bid, please enter the names of all participating local authorities / organisations and specify the lead authority*

Bid Manager Name and position: [Imran Khan, Project Manager](#)

Name and position of officer with day-to-day responsibility for delivering the proposed scheme.

Contact telephone number: [07582 101749](#) **Email address:** imran.khan@bradford.gov.uk

Postal address: [First Floor, Integrated House, Westgate Hill Street, Bradford, BD4 6NG](#)

Nominated Local Authority Single Point of Contact: [Jason Longhurst](#)

Senior Responsible Officer contact details: kersten.England@bradford.gov.uk

Chief Finance Officer contact details: chris.chapman@bradford.gov.uk

Country:

England

Scotland

Wales

Northern Ireland

Please provide the name of any consultancy companies involved in the preparation of the bid:

PricewaterhouseCoopers LLP, Faithful+Gould, Space & Place, Avison Young, Wilson Brown Consulting Ltd.

For bids from **Northern Ireland applicants** please confirm type of organisation

Northern Ireland Executive

Third Sector

Public Sector Body

Private Sector

District Council

Other (please state)

PART 1 GATEWAY CRITERIA

Failure to meet the criteria below will result in an application not being taken forward in this funding round

<p>1a Gateway Criteria for all bids</p> <p>Please tick the box to confirm that your bid includes plans for some LUF expenditure in 2021-22</p> <p><i>Please ensure that you evidenced this in the financial case / profile.</i></p>	<p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>1b Gateway Criteria for private and third sector organisations in Northern Ireland bids only</p> <p>(i) Please confirm that you have attached last two years of audited accounts.</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>(ii) Northern Ireland bids only Please provide evidence of the delivery team having experience of delivering two capital projects of similar size and scale in the last five years. (Limit 250 words)</p>	

PART 2 EQUALITY AND DIVERSITY ANALYSIS

2a Please describe how equalities impacts of your proposal have been considered, the relevant affected groups based on protected characteristics, and any measures you propose to implement in response to these impacts. (500 words)

The Squire Lane Leisure Wellbeing and Enterprise Centre will regenerate a brownfield site in one of England's most deprived communities to provide local people with a space from which to provide affordable leisure facilities, health and care services, support for enterprise and skills, and space for community engagement.

Consideration has been given to the potential impact of the Centre on each protected characteristic throughout the development of the project. Its scope and design will enable services to be delivered to/accessed by all members of the community in an open and inclusive manner to support their differing needs. Whilst some services target residents of the immediate local area, others benefit a wider group, in Bradford West and across the District.

The nature and scale of the expected impact against each protected characteristic are summarised in the table below. This is based on how the Centre will reduce the disadvantage suffered by certain people, address their different needs and increase participation amongst people with certain protected characteristics (where it is disproportionately low).

As the design progresses, the Council will continue to review its equality impact analysis.

Which protected characteristics could be substantively affected by our proposal for Squire Lane?

Disability	Neutral/positive
Gender (including gender identity)	Positive
Race	Positive
Age	Positive
Caring responsibilities	Neutral/positive
Religion and belief	Positive
Sexual orientation	Neutral

Potential key impacts and proposed responses

The table below summarises the most material expected impacts of the Centre for each service.

Enterprise support	Careers & skills support	Leisure services	Health and care services
<p>Race</p> <p>Support will encourage formation of higher value added businesses</p>	<p>Race</p> <p>Support will address high unemployment: in Bradford 12.7% of non-white people were unemployed in 2019 compared to 4% of white people aged 16+^[1]</p>	<p>Race</p> <p>Only 23% of children from Pakistani heritage are reported being physically active every day during the first national lockdown, compared to 34% of their peers from White British heritage.</p>	<p>No evidence to suggest that members of any protected characteristic will be disproportionately impacted by the Centre</p> <p>Accessibility to GP services is unlikely to be affected by GP relocation, based on the original site being less than a mile away</p>
<p>Age</p>	<p>Age</p>	<p>Age</p> <p>A key impact of the Centre will be the increased provision of facilities for physical activity</p>	<p>Quality of care from the Care Trust will improve and benefits will accrue across the whole District.</p>

No material impact	Youth unemployment in Bradford (aged 16-24) was 11% in May 2021 compared to 9.3% for all aged 16+. ^[2]	for this target group of young BAME children who may lack access otherwise. We will offer the only teaching pool within a 1.5-mile radius of Squire Lane.
Religion and belief	Religion and belief	Religion and belief
Support will encourage formation of higher value added businesses	No data are available on this impact but linked to ethnicity.	The Centre will be sensitive to user needs regarding use of facilities. A women's-only programme will be offered for fitness classes and usage of the fitness suite to combat barriers to female participation.

When authorities submit a bid for funding to the UKG, as part of the Government's commitment to greater openness in the public sector under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, they must also publish a version excluding any commercially sensitive information on their own website within five working days of the announcement of successful bids by UKG. UKG reserves the right to deem the bid as non-compliant if this is not adhered to.

Please specify the weblink where this bid will be published: www.bradford.gov.uk

PART 3 BID SUMMARY

3a Please specify the type of bid you are submitting

Single Bid (one project)

Package Bid (up to 3 multiple complimentary projects)

3b Please provide an overview of the bid proposal. Where bids have multiple components (package bids) you should clearly explain how the component elements are aligned with each other and represent a coherent set of interventions (Limit 500 words).

The City of Bradford Metropolitan District Council plans to regenerate a 1.78-hectare brownfield site in one of England’s most deprived communities. This will be done by investing £48.8m to develop Squire Lane Leisure Wellbeing and Enterprise Centre, drawing on £20.0m from the Levelling Up Fund.

The 2010 Marmot Review concluded that health is principally driven by “social determinants”: the conditions in the environment where people are born, live, work, play, worship, and age. The relationship between social factors and health is particularly strong in the UK’s poorest communities. Therefore, the centre is designed to address those factors and so improve the health and lives of local residents by providing support for enterprise, careers and skills, affordable leisure facilities, accessible health and care services, and space for community activities.

Characteristics of the place

- Economic inactivity amongst young people and adults is 90% higher than the England average ¹
- Claimant rates in Manningham and Toller are among the highest in England at 17.6% and 12.6% respectively in April 2021.²
- The share of adults with no qualifications in Toller and Manningham is 35% and 41%, respectively - the UK average is 23%.³
- Toller and Manningham have two of the lowest average life expectancies at birth in England.⁴

Evidence suggests improvement (e.g. narrowing employment gaps, stronger youth participation in higher and further education and positive health trends) and the Centre will accelerate this positive trajectory.

Strategic fit

Plans for the Centre align with Bradford’s key strategies and priorities (e.g. Bradford District’s Economic Recovery Plan) and national priorities (e.g. Build Back Better). Stakeholder engagement shows support from the local MP and councillors, the local community, the health and care system, and key community organisations.

The Centre will address key local challenges by:

- providing space to deliver integrated and targeted enterprise support and careers advice and lifelong learning;
- boosting physical activity by providing accessible and affordable leisure facilities; and
- enhancing the quality and reducing the cost of primary and acute health care.

¹ ONS, UK Census 2011

² ONS, Claimant count, May 2021

³ ONS, UK Census 2011

⁴ Public Health England, Life expectancy at birth, 2020

Support from the Levelling Up Fund is needed to address multiple market failures and enable wider social benefits.

Value for money

Allowing for optimism bias, the Centre’s capital costs are expected to be £48.8m. Economic benefits are expected to total £65.3m (improved land value, skills, employability, new jobs, wellbeing, and health). Additional benefits are expected to arise from better integration of health and care services.

Deliverability

Delivery oversight will be provided by a Strategic Project Board chaired by the Chief Executive, advised by Well North Enterprises, and composed of decision-makers from key partners. The Board will be supported by a Project Delivery Group.

Key delivery risks (e.g. contractual, build and design risks) will be managed using a risk register and clear governance structure for risk escalation.

Responsibility for design, construction, and cost certainty will be designated to a contractor using a competitive procurement process.

3c Please set out the value of capital grant being requested from UK Government (UKG) (£). This should align with the financial case:		£20m (see response to Q6.1)
3d Please specify the proportion of funding requested for each of the Fund’s three investment themes	Regeneration and town centre	50%
	Cultural	50%
	Transport	%

PART 4 STRATEGIC FIT

4.1 Member of Parliament Endorsement (GB Only)

See technical note section 5 for Role of MP in bidding and Table 1 for further guidance.

4.1a Have any MPs formally endorsed this bid? If so, confirm name and constituency. Please ensure you have attached the MP’s endorsement letter.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Naz Shah MP, Bradford West, has formally endorsed this bid. Endorsement letter is attached.

4.2 Stakeholder Engagement and Support

See technical note Table 1 for further guidance.

4.2a Describe what engagement you have undertaken with local stakeholders and the community (communities, civic society, private sector and local businesses) to inform your bid and what support you have from them. (Limit 500 words)

All aspects of Squire Lane Leisure Wellbeing and Enterprise Centre’s design have been developed based on engagement with key local stakeholders.

Leisure & healthy lives

Provision of new leisure facilities at the Centre is strongly supported by local stakeholders based on a shared recognition of the importance of physical activity and the current lack of affordable provision in the community.

This support aligns with the results of primary research undertaken by Leisure-Net Solutions to understand the public's motivations to participate in physical activity and the perceived barriers. A public event was held at Girdlington Community Centre, an online survey was circulated to community groups and a series of street surveys were undertaken in Bradford City Centre with the findings benchmarked against data from a large, national set of surveys.

Engagement also involved: Swim England, Yorkshire Sport, West Yorkshire Police, Bradford Youth Service and Born in Bradford Partnership.

Integrated health & care

Working with Well North Enterprise, we consulted widely on the health and care elements of the Centre. It has the enthusiastic support of the Board of the Bradford District and Craven Integrated Care Partnership (ICP) which leads the health and care system covering Toller and Manningham⁵. The ICP's support derives from the Centre's fit with its whole-place estates strategy, which is also supported by the West Yorkshire and Harrogate Health and Care Partnership and the North East Regional Team of NHS England/NHS Improvement.

Enterprise, careers, skills & community engagement

Our proposals for enterprise support build on and align with the principles for enhancing support across the District set out in the District's Economic Recovery Plan. These were developed with key stakeholders across the District, including the Forum for Small Business and the Chamber of Commerce. They emphasise the importance of simplifying and co-ordinating the support offered to enterprises and entrepreneurs across the District. Space at the Squire Lane Leisure Wellbeing and Enterprise Centre will be used to fill a gap in what is available locally.

Our proposal to include space devoted to careers support and skills development have been developed in conjunction with the SkillsHouse Advisory Board and the Bradford Employment and Skills Board. They are supported by a wide range of stakeholders, including employers, further and higher education providers, schools and the local Chamber of Commerce. Barclays' Eagle Laboratories has also expressed interest in creating a business incubator in the Centre. We have an endorsement letter from both Barclays and the University of Bradford.

Both proposals align with the District's Economic Recovery Plan and Workforce Development Plan both of which were widely consulted upon.

4.2b Are any aspects of your proposal controversial or not supported by the whole community? Please provide a brief summary, including any campaigns or particular groups in support or opposition? (Limit 250 words)

Leisure & healthy lives

While the leisure facilities are largely supported across local stakeholders, two comments have been raised:

- The new leisure services should be careful not to compete with what is already offered in the local area

⁵ The ICP represents local authorities, NHS providers and commissioners, local voluntary and community sector organisations, care providers and primary care providers.

- Appropriate public transport, opportunities for active travel and car parking facilities are needed to mitigate concerns related to the existing volume of traffic and congestion in the local area.

Integrated health & care

Whilst we recognise that a statutory consultation process will be required before the GPs can relocate to the Squire Lane Leisure Wellbeing and Enterprise Centre, it does not envisage significant concerns given that the Centre will be less than a mile from the current location.

Enterprise, careers, skills & community engagement

The enterprise support offer at the Centre needs to be developed and delivered to mitigate any risk that it could adversely affect the support available at two local community organisations in Manningham ward.

No concerns have been raised by stakeholders in relation to the proposed careers and skills offer.

4.2c Where the bidding local authority does not have the statutory responsibility for the delivery of projects, have you appended a letter from the responsible authority or body confirming their support?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
For Northern Ireland transport bids, have you appended a letter of support from the relevant district council	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A

4.3 The Case for Investment

See technical note Table 1 for further guidance.

4.3a Please provide evidence of the local challenges/barriers to growth and context that the bid is seeking to respond to. (Limit 500 words)

The Squire Lane Leisure Wellbeing and Enterprise Centre will tackle key local challenges such as high economic inactivity and unemployment, skills gaps, and poor health outcomes in an integrated way to help Bradford District become one of the UK's fastest growing economies building on its young, diverse population.

The Centre is in Toller, close to Manningham, two of the most disadvantaged communities in the District. Its location on a main road and with good public transport means that it will also benefit residents in a wider area of Bradford.

	Nature of local challenges	Causes
Enterprise, careers, skills & community engagement	<ul style="list-style-type: none"> • Economic inactivity is greater than the England average⁶ 	<ul style="list-style-type: none"> • Economic inactivity due to looking after family and home is three times higher in Manningham and Toller than nationally¹¹ • Economic inactivity due to long term sickness and disability is also much higher in

⁶ ONS, UK Census 2011

¹¹ ONS, UK Census 2011

	<ul style="list-style-type: none"> • Only 20.5% and 18% of people aged 16-74 were in full-time employment in Toller and Manningham respectively⁷ • Unemployment was among the highest in the UK at 17.6% in Manningham and 12.6% in Toller in April 2021.⁸ • 9.5% of people aged 16-64 in Bradford have no qualifications, compared to 6.4% in Great Britain⁹: the difference is even starker in Toller (35%) and Manningham (41%)¹⁰. 	<p>Manningham (8.9%) and Toller (6.6%) than England (4.4%)</p> <ul style="list-style-type: none"> • Opportunities for work-based training are limited by low employment • Core English language skills are lacking: 26.7% of households in Manningham and 19.9% in Toller have no members speaking English as their main language¹² • Although Toller and Manningham have high rates of business start-ups, they are disproportionately in low-value sectors such as hospitality and retail compared¹³
Leisure & healthy lives	<ul style="list-style-type: none"> • A third of adults in Bradford fail to meet national guidelines for minimum physical activity¹⁴. • Obesity amongst adults and children within the Bradford and Craven District Clinical Commissioning Group was higher than in England by 2.7 p.p.¹⁵ and 7 p.p.¹⁶ respectively in 2019-2020 	<ul style="list-style-type: none"> • Poor access to affordable facilities is a key barrier to physical activity
Integrated health & care	<ul style="list-style-type: none"> • Toller and Manningham have among the lowest average life expectancies at birth in England¹⁷ • Death rates from all causes in 2017-2019 were significantly worse in Bradford West than the District as a whole¹⁸. • 4% of Bradford's population aged 16-64 are economically inactive due to long-term illness¹⁹ 	<ul style="list-style-type: none"> • Avoidable ill health shortens the lives of many in Toller/Manningham • The Bradford Royal Infirmary's A&E department's performance is inhibited by limited physical space • Disproportionate use of high-cost care delivered from an acute setting and under use of primary care

4.3b Explain why Government investment is needed (what is the market failure)? (Limit 250 words)

The need for Levelling Up Fund support reflects multiple market failures:

- **The higher risks and costs of brownfield development** compared to greenfield development mean that other sites are preferable. Brownfield development will incur higher costs due to abnormal enabling works and will deliver positive externalities (e.g. improved amenity and reduced demand for greenfield sites). Imperfect information around possible costs increases risk.
- **Externalities associated with leisure provision**, such as reduced risk of acquiring chronic diseases and improved wellbeing, mean that without public provision, facilities will not meet local needs leading to sub-optimal levels of physical activity and greater health risks (e.g. obesity and poor cardio-vascular health). This reduces wellbeing and imposes avoidable costs on the NHS (as well as reducing productivity).
- **Misallocation and under-provision of health and care services:** The only A&E department in the District at Bradford Royal Infirmary is chronically overburdened whilst there is underuse of primary

⁷ ONS, UK Census 2011

⁸ ONS, Claimant count, May 2021

⁹ ONS, Annual Population Survey, 2021

¹⁰ ONS, UK Census 2011

¹² ONS, UK Census 2011

¹³ BankSearch, Bradford Start Ups Report, April 2021

¹⁴ Sport England, Active Lives Survey, 2019

¹⁵ NHS Digital, Quality and Outcomes Framework 2019-2020

¹⁶ Public Health England, National Child Measurement Programme, 2020

¹⁷ Public Health England, Life expectancy at birth, 2020

¹⁸ Public Health England, Public Health Outcomes Framework, 2021

¹⁹ ONS, Annual Population Survey, 2021

care capacity resulting in relatively high cost, poor quality care being provided. Coordination failures and the current incentive system do not encourage any change in either service provider or patient behaviours.

- **Externalities associated with skills development** mean that neither employers nor individual learners are fully incentivised to invest in skills development. These effects are compounded where social mobility is restricted, incomes are low and deprivation is high.
- **Externalities associated with business support** result in under-provision of support. Where business support is provided, incomplete information can deter small and medium-sized enterprises from participating and result in the provision of inferior services.

4.3c Please set out a clear explanation on what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers with evidence to support that explanation. As part of this, we would expect to understand the rationale for the location. (Limit 500 words)

The Squire Lane Leisure Wellbeing and Enterprise Centre will regenerate a brownfield site in one of England’s most deprived communities to provide local people with a space from which to provide affordable leisure facilities, accessible and integrated health and care services, effective support for enterprise, careers and skills, and for community engagement.



View from Duckworth Lane Entrance - Evening

The role of each part of the Centre is summarised below alongside an explanation of how and why it will address the local challenges described in Question 4.3a and the rationale for the choice of location.

	Leisure & healthy lives	Integrated health & care	Enterprise, careers and skills and community engagement
What will be provided	<ul style="list-style-type: none"> • Main swimming pool • Teaching pool • Swimming changing area • Fitness suite with 100+ stations 	<ul style="list-style-type: none"> • GP surgery • Urgent care centre • Outpatient clinic space (including hydrotherapy pool) 	<ul style="list-style-type: none"> • Open area collaboration space • Managed office space • Meeting rooms

	<ul style="list-style-type: none"> Studios to deliver fitness class programme Changing rooms and toilets 		
How challenges addressed	<ul style="list-style-type: none"> Local public engagement conducted in the District found that access to good quality facilities and lower prices were the top factors that would encourage people to be more active. Many potential competitors of the Centre are located to its east and closer to the centre of the District. Users would have to travel outside the 1.5-mile catchment area to reach the nearest facility that offers both fitness services and a swimming pool. Opportunities for physical activity will be offered for different demographics with different needs, e.g. swimming pools for both athletes and learners and a comprehensive class programme for different groups such as women and children or those who are new to exercise and do not wish to use the facilities. 	<ul style="list-style-type: none"> Creation of a separate urgent care centre will reduce pressure on the Bradford Royal Infirmary's A&E department. Co-location of primary and other care services will provide opportunities to Integrate care provision Improved facilities will enable high quality care to be provided Inpatient and outpatient care services will be separated 	<ul style="list-style-type: none"> Provision of careers support from the Centre will be able to benefit those most in need Delivery of skills support (at Levels 0, 1 and 2) will be better targeted With the engagement of Eagle Labs, effective enterprise support can be targeted at local entrepreneurs, filling a gap in existing provision
Rationale for location	The proposed site is a brownfield plot currently owned by City of Bradford Metropolitan District Council.		
	The site is in a community where physical inactivity is a long-standing public health issue	The site is close to: <ul style="list-style-type: none"> The Bradford Royal Infirmary to enable the urgent care centre to ease pressure on space Lynfield Mount Hospital enabling Bradford District Care Trust to split its inpatient and outpatient facilities 	The site is in a location where: <ul style="list-style-type: none"> Gaps exist in the current provision of enterprise, careers and skills support No adequate building exists for community activities

4.3d For Transport Bids: Have you provided an Option Assessment Report (OAR)	<input type="checkbox"/> Yes <input type="checkbox"/> No
4.3e Please explain how you will deliver the outputs and confirm how results are likely to flow from the interventions. This should be demonstrated through a well-evidenced <i>Theory of Change</i> . Further guidance on producing a Theory of Change can be found within HM Treasury's Magenta Book (page 24, section 2.2.1) and MHCLG's appraisal guidance . (Limit 500 words)	
The following table summarises the key elements of the Squire Lane Leisure Wellbeing and Enterprise Centre <ul style="list-style-type: none"> Leisure & healthy lives Integrated health & care Enterprise, careers and skills and community engagement. 	

For each element, we describe the planned:

- **Inputs & activities** (i.e. the resources that will be committed to the project)
- **Outputs** (i.e. measures of what the Centre will deliver)
- **Outcomes (and outcome indicators)** (which reflect the objectives for the Centre in terms of the changes sought and indicators to show whether these happen)
- **Impacts – these measure the effect that (is expected) to happen because of the project** (i.e. the direct consequence of the outcomes of the project).

Inputs (cost £m) ²⁰	Activities	Outputs	Outcomes	Outcome indicators
£3.7m	Enabling works for 1.78 hectare brownfield site	<ul style="list-style-type: none"> • 1.78 hectare site ready for development 	<ul style="list-style-type: none"> • See below 	<ul style="list-style-type: none"> • See below
Leisure centre				
£15.2m	Construction of the Centre	<ul style="list-style-type: none"> • Leisure centre – 4,376m² 	<ul style="list-style-type: none"> • Employment in leisure centre/sports hall • Improved access to leisure facilities 	<ul style="list-style-type: none"> • Gross development value – with project • Development costs, fees and profit • Value of the Centre as brownfield site • Expected # of staff employed & earnings of staff employed • Expected # of users of leisure facilities, of which proportion that is additional • Expected improvement in health & wellbeing • Perceptions of facilities amongst users
Health and care services				
£6.1m	As above	<ul style="list-style-type: none"> • GP surgeries • Urgent care centre • Outpatients care services • 2,148m² 	<ul style="list-style-type: none"> • Improved access to resources/health needs better met • Stronger connections to others/place/community • Greater empowerment • Reduced GP/hospital/MH attendance/admissions 	<ul style="list-style-type: none"> • # of patients registered with GPs operating from Centre • Expected improvement in health & wellbeing • Reduced # of GP/hospital/MH attendance/admissions • Avoided cost of GP/hospital/MH attendance/admissions
Enterprise, careers and skills support				

²⁰ Excluding fees and allowance for optimism bias

£5.7m	As above	<ul style="list-style-type: none"> Enterprise hub including space for possible partnership with Barclays Eagle Labs – 1,230m² Careers & skills hub – included above Community space – 927m² Health & beauty – 210m² 	<ul style="list-style-type: none"> (Self-)employment in businesses operating in all entrepreneurship space Improved access to employment for (local) residents – # of jobs expected to be taken by people who would otherwise be economically inactive New skills development Improved access to community activities (Self-)employment in businesses operating in all entrepreneurship space Improved access to employment for (local) residents – # of jobs expected to be taken by people who would otherwise be economically inactive 	<ul style="list-style-type: none"> # of staff (self-)employed & earnings of staff (self-) employed in businesses using all entrepreneurship space # of people gaining new skills # of people accessing new employment opportunities Expected # of users Perceptions of the Squire Lane Leisure Wellbeing and Enterprise Centre by residents/users # of staff (self-)employed & earnings of staff (self-) employed
Other				
£4.4m	As above	<ul style="list-style-type: none"> Plant Atrium Circulation Shared areas – 1,854m² 	<ul style="list-style-type: none"> Enable above 	<ul style="list-style-type: none"> Enable above
£2.4m	Car park & MUGA	<ul style="list-style-type: none"> Car park – 120 spaces MUGA 	<ul style="list-style-type: none"> Improved access to (off-road) parking facilities -> reduced congestion (if less parking on road)? 	<ul style="list-style-type: none"> # of car parking spaces provided Expected economic value to community of car parking space Expected revenue from car parking
£1.8m	External works	<ul style="list-style-type: none"> Drainage 	<ul style="list-style-type: none"> Enable above 	<ul style="list-style-type: none"> Enable above

4.4 Alignment with the local and national context

See technical note Table 1 for further guidance.

4.4a Explain how your bid aligns to and supports relevant local strategies (such as Local Plans, local economic strategies or Local Transport Plans) and local objectives for investment, improving infrastructure and levelling up. (Limit 500 words)

By regenerating a brownfield site to provide diverse community space, development of the Squire Lane Leisure Wellbeing and Enterprise Centre will contribute to key local strategies.

The Centre will contribute to three priority outcomes in the **Bradford Council Plan (2021-5)**²¹:

²¹ City of Bradford Metropolitan District Council, Bradford Council Plan 2021-25, 2021

- “Better Health, Better Lives”, by helping people from all backgrounds lead long, happy and productive lives by improving their health and socio-economic wellbeing
- “Better Skills, More Good Jobs and a Growing Economy”, by connecting local people to opportunities to gain new skills and open new employment opportunities
- “Safe, Strong and Active Communities”, by offering a safe and fit-for-purpose space for local community dialogue, relationship building and engagement in civic life

The Centre aligns with **Bradford District’s Economic Recovery Plan**²² which seeks to create the conditions for businesses to become more competitive and to tackle inequality by promoting equality, diversity and inclusion. The Plan recognises the need to help young people develop and prosper whilst building on the powerful, positive link between a healthy population and a strong, sustainable economy. Priority interventions are designed to:

- Raise skills levels and enable more citizens to enter the labour market, especially in new, growing sectors
- Deliver support for start-ups and growth businesses to tap the entrepreneurial culture.

The Centre supports delivery of the **Workforce Development Plan 2020-2030 (WDP)**²³²⁴. The WDP aims to engage residents who are economically inactive and support them into work by delivering employment bridging programmes and providing ESOL courses and work experience opportunities. The Centre will support delivery by providing a careers and skills hub.

The Centre will help to implement the **Joint Health and Wellbeing Strategy (2018-23) for Bradford and Airedale**²⁵²⁶. The Strategy aims to make it easier to get active and have good mental health by supporting local action to build neighbourliness and reduce loneliness. The Centre will support this by creating a safe space for local community gatherings, exercise and relationship building and by providing better integrated health and care services.

The Centre addresses two key themes from the **Bradford District Local Plan 2020-2035**²⁷:

- “Planning for Prosperity” which reflects Bradford’s ambition to become the fastest growing local economy in the UK
- “Planning for Places and Communities” which involves protection and development of open spaces, sport and recreation.

4.4b Explain how the bid aligns to and supports the UK Government policy objectives, legal and statutory commitments, such as delivering Net Zero carbon emissions and improving air quality. Bids for transport projects in particular should clearly explain their carbon benefits. (Limit 250 words)

The Squire Lane Leisure Wellbeing and Enterprise Centre will contribute to several UK Government objectives and commitments.

It will support **Build Back Better** (March 2021)²⁸ by stimulating economic activity in a top priority area. It also aligns with the objectives and investments of the **Plan for Jobs** (2020)²⁹ and the **Skills for Jobs** (2021) White Paper³⁰. The former will support jobseekers to find work and gain skills necessary for

²² Made in Bradford, Bradford District’s Economic Recovery Plan, February 2021

²³ City of Bradford Metropolitan District Council & Made in Bradford, People, Skills, Prosperity: Bradford District’s Workforce Development Plan, 2020

²⁴ The strategy was jointly developed by Bradford Council and partners.

²⁵ City of Bradford Metropolitan District Council et al., Connecting people and place for better health and wellbeing: A Joint Health and Wellbeing Strategy for Bradford and Airedale 2018-2023, 2018

²⁶ The Strategy was developed by the Bradford and Airedale Health and Wellbeing Board, which includes members from the Clinical Commissioning Group, Bradford Teaching Hospitals Foundation Trust, the District Care Trust and other health stakeholders.

²⁷ City of Bradford Metropolitan District Council, Draft Bradford District Local Plan 2020-2038, February 2021

²⁸ HM Treasury, Build Back Better: our plan for growth, March 2021

²⁹ HM Treasury, Plan for Jobs, July 2020

³⁰ Department for Education, Skills for jobs: lifelong learning for opportunity and growth, January 2021

employment by investing in work coaches and careers and skills support for the unemployed. The latter will invest in provision of digital skills and English language training.

The Centre will support key goals of the **NHS Long Term Plan (2019)**³¹ by reducing pressure on emergency hospital services and boosting 'out-of-hospital' care. Building an urgent care centre will ease dependence on a chronically overburdened A&E service in Bradford.

The Centre will contribute to the goals of the targeted framework, **Everybody active, every day (2021)**³² and prevent avoidable illness and premature death. Leisure provision at the Centre will address the local need for affordable and well-equipped facilities to engage in physical activity in an area where inactivity is high compared to national averages for both adults and children.

4.4c Where applicable explain how the bid complements / or aligns to and supports other investments from different funding streams. (Limit 250 words)

No complementary investments from different funding streams are part of the Squire Lane Leisure Wellbeing and Enterprise Centre proposal.

4.4d Please explain how the bid aligns to and supports the Government's expectation that all local road projects will deliver or improve cycling and walking infrastructure and include bus priority measures (unless it can be shown that there is little or no need to do so). Cycling elements of proposals should follow the Government's cycling design guidance which sets out the standards required. (Limit 250 words)

Although the Squire Lane Leisure Wellbeing and Enterprise Centre project is not a road project, careful consideration has been given to how the Centre will impact on the local transport system around Squire Lane.

As a consequence, the plans for the Centre include provision of local public transport improvements as well as off street space car parking for around 120 vehicles and space for cycles. As part of the capital budget for the Centre, £750,000 has been included to provide a place for buses to turn and wait. This will help to alleviate congestion in the vicinity where emergency vehicles (ambulances) are regularly seeking to access the Bradford Royal Infirmary.

The plans for the Squire Lane Leisure Wellbeing and Enterprise Centre align with our local transport policies.

³¹ NHS, The NHS Long Term Plan, August 2019

³² Public Health England, Everybody active, every day: framework for physical activity, January 2021

PART 5 VALUE FOR MONEY

5.1 Appropriateness of data sources and evidence

See technical note Annex B and Table 1 for further guidance.

All costs and benefits must be compliant or in line with [HMT's Green Book](#), [DfT Transport Analysis Guidance](#) and [MHCLG Appraisal Guidance](#).

5.1a Please use up to date evidence to demonstrate the scale and significance of local problems and issues. (Limit 250 words)

The scale and significance of the problems facing Toller and Manningham are evident:

Indicator	Toller	Manningham	England
High levels of economic inactivity	41.8	45.7	23
<ul style="list-style-type: none"> % of people aged 16-64 economically inactive³³ 			
High unemployment	12.6	17.6	6.3
<ul style="list-style-type: none"> % of working age population claiming unemployment-benefits in April 2021³⁴ 			
Many with no qualifications	35	41	23
<ul style="list-style-type: none"> % of people with no qualifications³⁵ 			
High level of physical inactivity	35	37	23.5
<ul style="list-style-type: none"> % of adults recording less than 30 minutes of physical activity per week (excluding gardening) in the past month in 2018/19³⁶ 			
<ul style="list-style-type: none"> % of children in year 6 classified as overweight or obese in school years 2015/2016 and 2017/2018³⁷ 	40.9	41.3	35.2
Poor health & wellbeing			
<ul style="list-style-type: none"> Male/female life expectancy (years) in 2015-2019³⁸ 	77.3/81.0	73.5/77.7	79.7/83.2
<ul style="list-style-type: none"> % of people living in health deprivation 'hotspots' in 2015³⁹ 	61	91.5	20
Other deprivation			
<ul style="list-style-type: none"> % of households with no car⁴⁰ 	34	49	26
<ul style="list-style-type: none"> % of children aged 0-19 living in relatively low-income families in 2020⁴¹ 	60	66	19.3

5.1b Bids should demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues. Please demonstrate how any data, surveys and evidence is robust, up to date and unbiased. (Limit 500 words)

³³ ONS, UK Census 2011

³⁴ ONS, Claimant count, May 2021

³⁵ ONS, UK Census 2011, 2011

³⁶ Sports England, Active Lives Survey, 2020

³⁷ Public Health England, National Child Measurement Programme, 2020

³⁸ Public Health England, Life expectancy at birth, 2020

³⁹ Based on areas with high measures of morbidity, disability and premature mortality sourced from MHCLG, Indices of Deprivation, 2015

⁴⁰ ONS, UK Census 2011

⁴¹ Department for Work and Pensions, Children in low income families: local area statistics: FYE 2015 to FYE 2020, March 2021

Our analysis of the local problems in Toller and Manningham relies, as far as possible, on the latest official statistics to ensure that it is robust and unbiased. Key sources used include:

Local Insight 2021

Local Insight is a tool developed by Oxford Consultants for Social Inclusion (OCSI) drawing on more than 1,000 neighbourhood level indicators sourced from open data published by more than 50 government agencies which are updated and collected on a weekly basis.

Indices of Deprivation 2019

- We use the latest English Indices of Deprivation measure relative deprivation across lower-layer super output areas based on 39 separate indicators across seven domains.
- The Indices have undergone comprehensive quality assurance processes, drawing on audit practice models developed by the UK Statistics Authority, 'reality checks' and other internal and external checks.

Annual Population Survey (APS) 2020

- The APS is based on a combined, continuous survey of households in Great Britain where each three-year pooled dataset contains approximately 170,000 households and 320,000 individuals.
- To minimise non-response bias, the dataset is weighted using a generalised estimation system – the same method used for the quarterly Labour Force Survey.

Claimant Count 2021

- The Claimant Count is the stock of Universal Credit and Job Seekers Allowance claimants.
- Data is available broken down by sex, age and type of benefit being claimed and is updated on a monthly basis.

Sports England Active Lives Children and Young People Survey & Adult Survey (ALS) 2018/2019

- Data is collected from year 3-11 pupils and parents of year 1-2 pupils and the achieved sample for the latest year, 2018/2019, was 223,000 pupils.
- Statistical tests indicate that we have 95% confidence that the sample is representative of the national population.
- Small area estimation was used to generate estimates for adults' participation in Toller and Manningham level based on the ALS.
- The sample size in 2018/19 was 184,000 adults.

National Child Measurement Programme (NMCP) 2019

- Data on childhood obesity and weight comes from the NMCP and is available at ward level for 2017/18.
- The NCMP records the height and weight of children in state-maintained schools across England in reception and year 6.
- Statistics at ward level are estimated from middle-layer super output area data.
- Three years of data are pooled to produce the most robust indicators at ward level.

Life Expectancy at Birth 2020

- Life expectancy at a given age for an area is the average number of years a person would live, if he or she experienced the particular area's age-specific mortality rates for that time period throughout his/her life.
- The dataset was estimated by Public Health England using analysis of ONS death registration data and mid-year population estimates by age, sex and geographical area.

5.1c Please demonstrate that data and evidence chosen is appropriate to the area of influence of the interventions. (Limit 250 words)

Squire Lane Leisure Wellbeing and Enterprise Centre will influence (and benefit) different groups depending on the service under consideration. This is reflected in our approach to evidencing the scale and significance of local problems.

Leisure & healthy lives

Although the leisure facilities are intended primarily to address the needs of local residents, they will be available to those willing to pay the use charge. Demand modelling suggests that 20% of users will come from outside Toller & Manningham. Although it is hoped it will have a wider reach across the district. The data we use, therefore, relate primarily to Toller and Manningham.

Integrated health & care

The planned urgent care centre will be used by patients from across the District and beyond (e.g. Craven) who might otherwise attend Bradford Royal Infirmary's congested A&E department. The impacts (and benefits), will therefore, accrue not only to residents of Toller and Manningham, but the wider area too.

The outpatient care services provided by Bradford Care Trust that would be relocated to Squire Lane Leisure Wellbeing and Enterprise Centre will benefit people from across the District and beyond (e.g. Craven).

Enterprise, careers and skills and community engagement

The support for enterprise, careers and skills will target residents of Bradford West as well as the wider district. as will use of the community engagement facilities. Whilst the data we use is primarily to Toller and Manningham, the centre will have a much wider reach but we used the immediate area to create a conservative estimate.

5.2 Effectiveness of proposal in addressing problems

5.2a Please provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems. Quantifiable impacts should usually be forecasted using a suitable model. (Limit 500 words)

Our assessment of the potential impacts of Squire Lane Leisure Wellbeing and Enterprise Centre is informed by the following evidence and analysis:

Leisure & healthy lives

- Latent demand forecasts prepared by the Leisure Database Company in 2017 and subsequently updated show that demand for the facilities at Squire Lane Leisure Wellbeing and Enterprise Centre is expected to attract around 2,000 regular users. This reflects a model scenario where 20% of members are assumed to originate from outside a 1.5-mile catchment area around Squire Lane Leisure Wellbeing and Enterprise Centre (including 5,000 Bradford Royal Infirmary employees).
- Evidence from Sport England indicates that levels of participation in physical activity in Toller and Manningham are below the national average⁴².

⁴² Sports England, Active Lives Survey, 2019, 2020

- Other research shows that the lack of accessible and affordable exercise facilities tailored to the needs of the local community is a key barrier to participation in physical activity in Toller and Manningham⁴³.
- Work by the Bradford COVID-19 Scientific Advisory group examining changes in the level of physical activity level amongst children before and after the pandemic shows that it fell by 40%, with large disparities between children from different ethnic backgrounds: those with a Pakistani heritage were more adversely impacted than those with white British heritage.

Integrated health & care

- Data from the NHS show that disproportionately more patients attending the A&E department at Bradford Royal Infirmary require (and receive) limited treatment compared with England as a whole.
- This is indicative of the scale of the opportunity to offer more cost-effective treatment in an urgent care centre.
- Evidence from Bradford Teaching Hospitals Foundation Trust also indicates the pressure on the existing A&E department at Bradford Royal Infirmary: it has capacity to deal with 150 patients a day on average, it has been typically dealing with closer to 400.
- This suggests the potential to improve the quality of care provided to patients by opening an urgent care centre.

Enterprise, careers, skills and community engagement

- More young people in Toller and Manningham have fewer qualifications than their peers in England as a whole.
- Providing some of them with targeted support to enable them to achieve Level 1 qualifications and beyond has the potential to raise both their lifetime earnings and to increase their likelihood of finding employment.

5.2b Please describe the robustness of the forecast assumptions, methodology and model outputs. Key factors to be covered include the quality of the analysis or model (in terms of its accuracy and functionality) (Limit 500 words)

The key features of our forecasts of the effectiveness of each element of Squire Lane Leisure Wellbeing and Enterprise Centre are summarised below:

	Leisure & healthy lives	Integrated health & care	Enterprise, careers, skills and community engagement
Methodology	<ul style="list-style-type: none"> • Forecast use of facilities based on latent demand estimates • Per capita benefit estimates based on historic analysis of wellbeing and health effects of physical activity • Sensitivity analysis performed 	<ul style="list-style-type: none"> • Forecast number of attendances at Bradford Royal Infirmary A&E (without urgent care centre) based on historic trends • Cost of providing A&E care taken from unit cost • Cost of GP appointment • Sensitivity analysis performed 	<p>Enterprise support</p> <ul style="list-style-type: none"> • Expected outputs from business support based on experience of previous similar schemes/resources to be committed • Assessment of additionality informed by Additionality Guide • Uses District wide average GVA per job filled • Sensitivity analysis performed <p>Skills support</p> <ul style="list-style-type: none"> • Expected outputs from skills support based on current delivery: expect impact to derive

⁴³ Community engagement conducted by Leisure-Net Solutions, 2018

Assumptions	<ul style="list-style-type: none"> • % of users previously physically inactive based on convergence of gap between Toller & Manningham and national average 	<ul style="list-style-type: none"> • % of attendances which can be treated by urgent care centre (rather than A&E) assumed to increase from 35% 	<p>from better targeting of those most in need</p> <ul style="list-style-type: none"> • Assessment of additionality informed by Additionality Guide • Sensitivity analysis performed
			<p>Enterprise support</p> <ul style="list-style-type: none"> • Expected outputs from business support based on experience of previous similar schemes/resources to be committed • Assumptions for leakage, displacement and multiplier based on Additionality Guide
			<p>Skills support</p> <ul style="list-style-type: none"> • Over 95% of skills support is assumed to be non-additional at District level • Assumptions for leakage and displacement based on Additionality Guide • Labour market returns to investment in skills based on historic analysis – adjusted for expected (assumed) increases in productivity
Model outputs	<ul style="list-style-type: none"> • Number of users of the Centre • Number of users of the Centre who were previously inactive physically 	<ul style="list-style-type: none"> • Number of potential attendances diverted to urgent care centre • Value of avoided costs for NHS of switching from A&E department to urgent care centre 	<p>Enterprise support</p> <ul style="list-style-type: none"> • Number of businesses supported • Number of new jobs/self-employment created • Gross and net additional GVA <p>Skills support</p> <ul style="list-style-type: none"> • Over 95% of skills support is assumed to be non-additional • Number of additional people achieving qualifications at Levels 1, 2 & 3 • Expected increase in lifetime earnings

5.3 Economic costs of proposal

5.3a Please explain the economic costs of the bid. Costs should be consistent with the costs in the financial case but adjusted for the economic case. This should include but not be limited to providing evidence of costs having been adjusted to an appropriate base year and that inflation has been included or taken into account. In addition, please provide detail that cost risks and uncertainty have been considered and adequately quantified. Optimism bias must also be included in the cost estimates in the economic case. (Limit 500 words)

The total financial costs of the Squire Lane Leisure Wellbeing and Enterprise Centre are expected to be £43.2m which is based on the cost plan and feasibility report produced by Faithful+Gould. This estimate reflects expected outturn prices; expressed in current (2021) prices, this is £39.8m.

The other adjustment required to estimate the economic costs of the Centre is for optimism bias. This adds an additional £5.2m at 2021 prices using optimism bias factors of 10% for capital costs and 3% for works duration. This gives a total cost in constant 2021 prices of £45.0.

The estimated financial costs are split as follows:

Capital cost element	£m (expected outturn prices)	£m (constant 2021 prices)
Enabling works	£3.7m	£3.6m
Main building	£31.3m	£28.9m
Car park & Multi-Use Games Area	£2.4m	£2.2m
External works (including drainage)	£1.8m	£1.7m
Design team fees & surveys	£3.9m	£3.9m
Total (excluding optimism bias)	£43.2m	£39.8m
Optimism bias	£5.6m	£5.2m
Total (including optimism bias)	£48.3m	£45.0m

Risks & uncertainties

The capital cost estimates have been prepared by experienced quantity surveyors (Faithful+Gould) on the basis of the design specified elsewhere in the application.

Although construction has not yet been contracted, we are confident that the cost estimates provide a reasonable basis for assessing both value for money and viability.

The key risks and uncertainties which affect the capital costs materially are:

- Unexpected outcomes from the survey work still required
- Possible design changes, in part linked to the multiple stakeholders involved in the project
- Delays in securing the necessary approvals
- Unexpected changes in the availability and cost of materials and other inputs linked to EU Exit and Covid-19.

We are confident that we have taken steps to identify and mitigate the risks arising:

- Key stakeholders have already been involved in the development of the design and their feedback has been reflected and commitments progressed as far as possible (see Question 4.2)
- All key risks have been identified and assessed (see Question 6.1g and 6.3e)
- The proposed approach to procurement is designed to shift some of the cost risk onto the appointed contractor whilst securing someone who is highly experienced and reputable
- Allowance has been made for optimism bias (see below).

Optimism bias

Optimism bias has been assessed following Green Book guidance⁴⁴. For the purpose of estimating optimism bias, the Centre has been treated as a 'Standard Building' as it does not give rise to any special design considerations. It combines elements of a standard leisure centre, a health care facility and a meeting/community space.

⁴⁴ Besides the Green Book itself, we follow the Supplementary Green Book Guidance on Optimism Bias.

Although the level of risk is raised by the project being undertaken on a brownfield site, known abnormal costs have already been allowed for in the base capital cost estimates.

On this basis, additional optimism bias of 13% has been applied.

5.4 Analysis of monetised costs and benefits

5.4a Please describe how the economic benefits have been estimated. These must be categorised according to different impact. Depending on the nature of intervention, there could be land value uplift, air quality benefits, reduce journey times, support economic growth, support employment, or reduce carbon emissions. (Limit 750 words)

Our estimates of the expected monetised benefits of Squire Lane Leisure Wellbeing and Enterprise Centre follow relevant guidance (i.e. the Green Book and MHCLG Appraisal Guidance). They cover the expected **land value uplift** and the additional **external impacts** not captured within land value uplift. They also include the social value expected to arise during design and construction. All are expressed as net present values (NPV) over a 10-year operating period.

Land value uplift: -£16.0m

Our estimate of the land value uplift is based on the difference between the land price/value after the development of -£16.0m - which is estimated as the gross development value (£33.3m) less the costs of development (£48.8m)⁴⁵ (including the associated fees and profit) less the current value of the land (£0.5m). The current and expected land price/value are based on estimates provided by Avison Young. The costs of development are those provided by Faithful+Gould.

Each element of the Centre is expected to deliver additional external impacts which we have quantified and monetised.

Leisure & healthy lives: £4.0m

The Centre is expected to improve levels of participation in physical activity amongst local residents in Toller and Manningham leading to two economic benefits⁴⁶:

- Enhanced wellbeing of individual participants
- Avoided costs to the NHS from reduced prevalence of long-term diseases linked to physical inactivity (e.g. diabetes and obesity).

Currently, 10,035 (35%) of adults in Toller and Manningham are physically inactive, 12 pp above the national average. Based on demand forecasts, we expect 2,520 adults to make regular use of the Centre's leisure facilities, of whom we assume that 12% (314 adults), in line with the current size of Toller and Manningham's physical inactivity gap, were previously physically inactive and will become active as a result of access to the Centre. If these 314 people participate in physical activity at least twice a week, this would:

- Improve their wellbeing by £1,782 per person per year⁴⁷, for a total NPV of £4.7m over a ten-year period
- Enable the NHS to avoid average costs of £6.36 per person per year⁴⁸, for a total NPV of £16,600 over a ten-year period.

Integrated health & care: £11.1m

⁴⁵ Excluding abnormal items related to the development of the brownfield site but including allowance for optimism bias.

⁴⁶ Productivity benefits have not been quantified and monetised and will be additional.

⁴⁷ Daniel Fujiwara et al., Quantifying and Valuing the Wellbeing Impacts of Culture and Sport, 2014

⁴⁸ Swim England, Value of Swimming, 2019

Establishment of an urgent care centre at Squire Lane Leisure Wellbeing and Enterprise Centre is expected to ease pressure on Bradford Royal Infirmary's A&E department and enable health care to be provided to patients more cost-effectively by the NHS. In 2019/20, one third of people attending A&E were discharged with no follow up required. If these attendances could have been dealt with in an urgent care centre or primary care setting, this would save about £65 per attendance⁴⁹. We estimate that this implies a potential saving rising from £1.0m to £2.0m per annum as more people are diverted from A&E.

Enterprise, careers and skills and community engagement: £66.2m

Additional enterprise support will be delivered to existing and potential entrepreneurs from Squire Lane Leisure Wellbeing and Enterprise Centre. We have experienced operators, such as Barclays Eagle Labs, who have expressed an interest in running this support. Based on experience with a similar local scheme, Enterprising Bradford, we estimate that over the first three years the community enterprise programmes will:

- Support 110 businesses, of which 60 will be new businesses
- Create 75 jobs and encourage and enable a further 30 people to enter self-employment.

On the basis of MHCLG guidance on additionality, we estimate that the net economic benefits over ten years would be £53.7m (NPV).

Careers and skills support (up to Level 2) will be refocused on local residents. Whilst much of this will not be additional, following existing guidance, we estimate that the net economic benefits in terms of higher lifetime earnings (including enhanced probability of employment) over ten years will be £12.5m (NPV).⁵⁰

5.4b Please complete Tab A and B on the **appended excel spreadsheet** to demonstrate your:

Tab A - Discounted total costs by funding source (£m)

Tab B – Discounted benefits by category (£m)

5.5 Value for money of proposal

5.5a Please provide a summary of the overall Value for Money of the proposal. This should include reporting of Benefit Cost Ratios. If a Benefit Cost Ratio (BCR) has been estimated there should be a clear explanation of how this is estimated i.e. a methodology note. Benefit Cost Ratios should be calculated in a way that is consistent with [HMT's Green Book](#). For non-transport bids it should be consistent with [MHCLG's appraisal guidance](#). For bids requesting funding for transport projects this should be consistent with [DfT Transport Analysis Guidance](#). (Limit 500 words)

Our approach to assessing Value for Money follows the relevant guidance (i.e. the Green Book and MHCLG Appraisal Guidance).

We estimate that the Net Present Public Value (NPPV) of Squire Lane Leisure Wellbeing and Enterprise Centre is £45.3m. This based on an expected Present Value of Benefits (PVB) of £65.3m and a Present Value of Costs (PVC) of £20.0m and reflects the overall level of public welfare generated by the project.

We also estimate that the Benefit Cost Ratio (BCR) of the project will be 3.3. This is the PVB divided by the PVC and reflects the expected level of benefit per £1 of cost. As required by government guidance, PVC measures the real discounted net costs to the public sector (i.e. all Exchequer costs).

⁴⁹ The cost of A&E attendance with no significant treatment is £93 whereas the cost of a GP appointment is estimated to be £30.

⁵⁰ Careers England, The Economic Benefits of Career Guidance, July 2015

To facilitate interpretation of the results, and to match the expected benefits to the associated costs, we include only the expected incremental changes in the wider public finances in PVC. This means that we exclude the “business as usual” costs associated with:

- Providing urgent care, GP and other care services
- Delivering business support
- Providing careers and skills support.

All the quantified and monetised benefits we have included in the BCR have been assessed in line with Green Book, Green Book Supplementary and Departmental guidance (see Question 5.4a).

5.5b Please describe what other non-monetised impacts the bid will have and provide a summary of how these have been assessed. (Limit 250 words)

The other impacts of Squire Lane Leisure Wellbeing and Enterprise Centre that have not been monetised in Question 5.4a are:

- Leisure & healthy lives:
 - The productivity benefits from improving local people’s health
- Integrated health & care:
 - Any improvement in the quality of GP services following relocation to the Centre
 - Any improvement in the quality of services provided by Bradford Care Trust
 - The opportunity to refer/sign-post the ‘healthy lives’ offer for patients attending the GPs and other care services leading to improved health outcomes
 - Improved health outcomes from enhanced access to multi-disciplinary care, through collocation of other health and care services at the Centre Lane and an improved clinical delivery model
 - The increased likelihood of innovation arising from increased interaction between a wide range of health professionals working from the Centre
 - The opportunity to learn from and demonstrate the value of the integrated delivery model for the benefit of other localities within Bradford District & Craven
 - The possibility of redeveloping the Kensington Street site potentially vacated by the GP in a location where more housing is needed.
- Enterprise, careers and skills and community engagement
 - Boosts to community cohesion and improvements to safety and security in Toller and Manningham from provision of a much needed new community space
- Improvements to the public realm – and the associated amenity benefits - from bringing a derelict site back into a positive use.

5.5c Please provide a summary assessment of risks and uncertainties that could affect the overall Value for Money of the bid. (Limit 250 words)

We summarise the key risks we have identified and their impact on the BCR: further details of the risk analysis are in Question 6.3f.

Type of risk	Risk description	Potential impact on BCR
Planning risk	Failure to achieve an affordable tender for design and build	The capital costs include optimism bias of 13%: if actual costs are only 5% above estimated, the BCR would be 3.43.

Build risk	Cost allowances for enabling works package are inaccurate due to site investigations and availability and affordability of materials linked to Brexit, Covid-19 or exchange rate movements	The current cost of enabling works is estimated at £3.7m ⁵¹ : if they increase by 10%, the BCR would fall to 3.25.
Residual value risk	Land value uplift less than expected	Current gross development value is estimated to be - £33.3m: if this were to decrease by 10%, the BCR would fall to 3.10.
Demand risks	Less take up than anticipated of enterprise support	Enterprise support is expected to drive economic benefits of £53.7m based on supporting nearly 150 jobs per annum: if deadweight were to double, the benefits would fall by £7.2m (with a BCR of 2.91).
5.5d For transport bids, we would expect the Appraisal Summary Table , to be completed to enable a full range of transport impacts to be considered. Other material supporting the assessment of the scheme described in this section should be appended to your bid.		

⁵¹ Excluding optimism bias

PART 6 DELIVERABILITY

6.1 Financial

See technical note Table 1 for further guidance.

6.1a Please summarise below your financial ask of the LUF, and what if any local and third party contributions have been secured (please note that a minimum local (public or private sector) contribution of 10% of the bid costs is encouraged). Please also note that a contribution will be expected from private sector stakeholders, such as developers, if they stand to benefit from a specific bid (Limit 250 words)

In summary:

- The current estimated capital cost of the Squire Lane Leisure, Wellbeing and Enterprise Centre is £48.8m (including allowance for optimism bias)
- The expected capital funding available from CBMDC and third parties to meet the costs of the Centre is £28.8m
- Council net income to cover the costs of the Capital expenditure would derive from lessees and net income from service users
- This leaves a funding shortfall of £20m that is the financial ask of the LUF.

Further details can be found in Table C: Funding Profile for source of funds.

Three local health and care providers – Bradford Teaching Hospitals Foundation Trust, Bradford District Care Trust and the Bradford District & Craven CCG are expected to be long term lessees and have been involved with the process of assessing lease costs.

A key revenue stream for the operations of the site will be income generated through leases and the leisure facility which can be seen in the financial model [see App 1 & 2 of Finance Tables]

57% of the capital costs are expected to be incurred by 31st March 2024 with the remaining 43% being spent during 2024/25. This reflects the scale of the project proposed.

6.1b Please also complete Tabs C and D in the appended **excel spreadsheet**, setting out details of the costs and spend profile at the project and bid level in the format requested within the excel sheet. The funding detail should be as accurate as possible as it will form the basis for funding agreements. Please note that we would expect all funding provided from the Fund to be spent by 31 March 2024, and, exceptionally, into 2024-25 for larger schemes.

The spreadsheets have been completed.

6.1c Please confirm if the bid will be part funded through other third-party funding (public or private sector). If so, please include evidence (i.e. letters, contractual commitments) to show how any third-party contributions are being secured, the level of commitment and when they will become available. The UKG may accept the provision of land from third parties as part of the local contribution towards scheme costs. Where relevant, bidders should provide evidence in the form of an attached letter from

Yes

No

an independent valuer to verify the true market value of the land.									
6.1d Please explain what if any funding gaps there are, or what further work needs to be done to secure third party funding contributions. (Limit 250 words)									
<p>As set out in 6.1a, we face a funding gap of £20m for the development of the Squire Lane Leisure, Wellbeing and Enterprise Centre. Without this funding, the Centre is not financially viable and the project will not proceed.</p> <p>As noted, Bradford Teaching Hospitals Foundation Trust, Bradford District Care Trust and the Bradford District & Craven CCG are all highly supportive of (re-)locating services to the Centre. Specific GP surgeries which would be interested in occupying space within the Centre have been identified and engaged in discussion although relocation has not been formally agreed as this requires a statutory public consultation. In all instances, however, further work is needed with the Centre's health partners to confirm the lease arrangements.</p>									
6.1e Please list any other funding applications you have made for this scheme or variants thereof and the outcome of these applications, including any reasons for rejection. (Limit 250 words)									
There are no other funding applications for the Squire Lane Leisure Wellbeing and Enterprise Centre project as earlier discussions did not go far enough to result in submission of a funding application.									
6.1f Please provide information on margins and contingencies that have been allowed for and the rationale behind them. (Limit 250 words)									
<p>Two key margins and contingencies have been allowed for within the funding plan:</p> <ul style="list-style-type: none"> • Risk contingencies (£4.3m): 10% of the total capital cost represents allowance for risk and uncertainty, according to generally accepted industry practice • Optimism bias of 3% of Capital costs has been included (£1.3m). <p>The project costs estimates were provided by external consultants with substantial experience in this sector. Within their capital expenditure costings, a £3m+ allowance has been made to take account of any abnormal costs associated with the scheme being a brownfield site development. We are confident that these margins and contingencies are sufficient to mitigate any unexpected variations in estimates.</p>									
6.1g Please set out below, what the main financial risks are and how they will be mitigated, including how cost overruns will be dealt with and shared between non-UKG funding partners. (you should cross refer to the risk register). (Limit 500 words)									
<p>Main risks & mitigations</p> <table border="1"> <tr> <td data-bbox="105 1536 531 1626">#38: LUF funding is less than expected.</td> <td data-bbox="531 1536 1487 1626"> <ul style="list-style-type: none"> • Scheme is unable to proceed as planned. • De-scope or abandon the project. </td> </tr> <tr> <td data-bbox="105 1626 531 1783">#93: Expected cashflows, revenue streams and/or sources of funding do not materialise.</td> <td data-bbox="531 1626 1487 1783"> <ul style="list-style-type: none"> • Risk contingencies and optimism bias are included in the financial projections. • Leases will be negotiated towards fair risk-reward sharing arrangements between CBMDC and leaseholders. • New use cases will be developed to increase occupancy rates and leisure centre demand. </td> </tr> <tr> <td data-bbox="105 1783 531 1939">#95: Capital planning projections do not accurately and completely reflect the initial capital outlay required to complete the project.</td> <td data-bbox="531 1783 1487 1939"> <ul style="list-style-type: none"> • External consultants were engaged in capital planning projections informed by in-house and external cost information from projects of a similar nature, local historical information and published books or analyses. • Risk contingencies and funds are set aside to offset increases in planning projections. </td> </tr> <tr> <td data-bbox="105 1939 531 2051">#97: Project governance: the project is not governed effectively leading to unmet user requirements, project</td> <td data-bbox="531 1939 1487 2051"> <ul style="list-style-type: none"> • Establish a Strategic Project Board to serve as the project steering committee. • Reporting into the Strategic board will be a Project Delivery Group, consisting of operational representatives for the different elements of the scheme. </td> </tr> </table>		#38: LUF funding is less than expected.	<ul style="list-style-type: none"> • Scheme is unable to proceed as planned. • De-scope or abandon the project. 	#93: Expected cashflows, revenue streams and/or sources of funding do not materialise.	<ul style="list-style-type: none"> • Risk contingencies and optimism bias are included in the financial projections. • Leases will be negotiated towards fair risk-reward sharing arrangements between CBMDC and leaseholders. • New use cases will be developed to increase occupancy rates and leisure centre demand. 	#95: Capital planning projections do not accurately and completely reflect the initial capital outlay required to complete the project.	<ul style="list-style-type: none"> • External consultants were engaged in capital planning projections informed by in-house and external cost information from projects of a similar nature, local historical information and published books or analyses. • Risk contingencies and funds are set aside to offset increases in planning projections. 	#97: Project governance: the project is not governed effectively leading to unmet user requirements, project	<ul style="list-style-type: none"> • Establish a Strategic Project Board to serve as the project steering committee. • Reporting into the Strategic board will be a Project Delivery Group, consisting of operational representatives for the different elements of the scheme.
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delays, cost overages and/or loss of quality.	
#98: Business case: strategies outlined in the business case will fail to achieve the desired project outcomes.	<ul style="list-style-type: none"> Strategies outlined in the business case are backed by analysis of local characteristics, strategic fit, value for money and deliverability. Strategies were designed in collaboration with potential partners and subject matter experts and with input from public engagement. A project risk register will be maintained, regularly reviewed and managed. A benefits realisation plan will be developed and benefits traced throughout the project.

Risk allocation

CBMDC accepts full risk allocation on this project. Without other delivery partners or funding sources, CBMDC understands that all cost overruns, projection errors and market fluctuations will be borne by the council, if this project proceeds as intended.

6.2 Commercial

See technical note Section 4 and Table 1 for further guidance.

6.2a Please summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted. The procurement route should also be set out with an explanation as to why it is appropriate for a bid of the scale and nature submitted.

Please note - all procurements must be made in accordance with all relevant legal requirements. Applicants must describe their approach to ensuring full compliance in order to discharge their legal duties. (Limit 500 words)

Commercial structure & procurement strategy

We will own, develop and operate the Squire Lane Leisure Wellbeing and Enterprise Centre.

Two procurement options to cover design and subsequent construction have been considered:

- The preferred 'design and build' approach where the Council transfers responsibility for completion and coordination of the design and construction to a contractor
- An alternative, 'traditional' approach based on seeking tenders for a fully worked up design.

We prefer the 'design and build' approach because:

- Responsibility for design of the Centre is transferred at an earlier point in the design process to reduce the overall delivery timescales, bringing earlier cost and programme certainty
- It brings contractor 'buildability' experience into the design process
- It enables the selected contractor and its supply chain to input into the design process to support risk management.

We will appoint a contractor with single point, end to end responsibility for design, programme and cost certainty once we are satisfied with the outline design and are willing to pass control of completion (and construction).

We envisage using a two-stage tender process for the construction. A multidisciplinary team will be appointed to progress the design to a point where it captures stakeholder requirements – either at the end of RIBA work stage 2 'concept design' or, if greater design development is required, at the end of RIBA work stage 3 'spatial coordination'.

We will competitively tender the technical design and construction of the scheme. Initial tenders will be evaluated based on a fixed fee for overheads and profit and method statements capturing proposals for project delivery, risk management, stakeholder engagement, key personnel (quality) and social value.

The selected contractor will then work with us to finalise the design and tender sum before awarding the construction contract. This means that we:

- Retain control of the design so that it properly reflects and specifies its requirements
- Incorporate an element of competition
- Benefit from the cost and time efficiencies associated with a design and build contract.

To expedite development, we intend to procure a contractor to undertake the enabling works package in advance of the main works starting on site. These works will require planning permission which is being started. As early progress is needed on the main works to achieve our desired completion date, we envisage appointing the same contractor for the main works. This will mitigate co-ordination risks which could increase costs and delays and enable timely progression of both the design of the enabling works. The procurement exercise will run in Q4 2021 to select the contractor with the aim of achieving an acceptable tender sum.

Risk allocation⁵²

Key risks	CBMDC	Partners	Contractor	Shared
Unexpected build cost increases following detailed site investigations, design development and availability of construction and specialist materials	✓			
Non-compliance with funding timescales due to detailed site investigations, design development and availability of construction and specialist materials	✓			
Costs associated with relocating some of the health services may be prohibitive (void costs and lease buyouts)				✓

6.3 Management

See technical note Section 4 and Table 1 for further guidance

Delivery Plan: Places are asked to submit a delivery plan which demonstrates:

- Clear milestones, key dependencies and interfaces, resource requirements, task durations and contingency.
- An understanding of the roles and responsibilities, skills, capability, or capacity needed.
- Arrangements for managing any delivery partners and the plan for benefits realisation.
- Engagement of developers/ occupiers (where needed)
- The strategy for managing stakeholders and considering their interests and influences.
- Confirmation of any powers or consents needed, and statutory approvals e.g. Planning permission and details of information of ownership or agreements of land/ assets needed to deliver the bid with evidence

Please also list any powers / consents etc needed/ obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them.

6.3a Please summarise the delivery plan, with reference to the above (Limit 500 words)

Roles & responsibilities

We will establish a Strategic Project Board chaired by our Chief Executive, Kersten England, and comprising key decision makers from the principal partners with Lord Mawson (Well North Enterprises) attending as an expert advisor.

⁵²See Q6.3f for more detail on risks

The Board will provide overall project direction as well as driving innovation and culture change, including introducing new ways of working required to make Squire Lane Leisure Wellbeing and Enterprise Centre a success. Reporting into the Strategic board will be a Project Delivery Group. Its focus will be on delivery and it will include operational representatives covering all the project's key elements (including the design team and specialist advisors covering finance, community engagement, communications). The Delivery Group will be the forum for consideration of how to provide an integrated customer offer. Various task and finish groups will be established to support the work of the Delivery Group.

Milestone/programme plan

The key activities and associated milestones linked to design and construction of Squire Lane Leisure Wellbeing and Enterprise Centre are illustrated below.



Benefits realisation

We will manage delivery of the design and construction of Squire Lane Leisure Wellbeing and Enterprise Centre using the commercial approach set out in Question 6.2a.

The approach to realising the expected benefits of Squire Lane Leisure Wellbeing and Enterprise Centre will vary across the different elements of the project. A Benefits Realisation Plan is being produced for the project which details the target benefits, benefit measures, baseline measures, date and timing of benefit realisation and the benefit owner. The plan will be developed collaboratively with the partners that will occupy and run services from the building:

- The benefits of promoting leisure & healthy lives will be achieved by designing introductory programmes in conjunction with community groups and tailoring this programme to the needs and preferences of key target groups, notably those who are less physically active

- The benefits of the integrated health & care facilities will be realised by involving the key partners (Bradford Teaching Hospitals Foundation Trust, Bradford District Care Trust and the Clinical Commissioning Group) in both the Strategic Project Board and the Project Delivery Group to create and promote innovative integrated ways of working: this partnership approach will allow us to take a whole systems approach to overcoming barriers to success
- The benefits of the planned enterprise support will be secured by working with an experienced provider that has a proven record of success
- The benefits of careers and skills will be realised by targeting young people most at risk from current labour market conditions in the area

Stakeholder management

The vision for the Centre was developed following extensive engagement with stakeholders. The letters of support and intent demonstrate how beneficial partners believe the scheme to be. Continued stakeholder engagement will be crucial to deliver integrated services that have a real impact of health, wellbeing and prosperity. We will also be seeking to seek a sense of community ownership and empowerment through the Centre. A detailed Communication and Engagement Plan will be developed for the project.

Powers & consents required

Although the Centre still requires planning permission, consultation with the planning department in City of Bradford Metropolitan District Council has been very positive and they do not foresee any issues with the application. It was agreed that a detailed Planning Application will be submitted for both the enabling works in September 2021 and main works package in May 2022.

6.3b Has a delivery plan been appended to your bid?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
6.3c Can you demonstrate ability to begin delivery on the ground in 2021-22?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

6.3e Risk Management: Places are asked to set out a detailed risk assessment which sets out (word limit 500 words not including the risk register):

- the barriers and level of risk to the delivery of your bid
- appropriate and effective arrangements for managing and mitigating these risk
- a clear understanding on roles / responsibilities for risk

Delivery risks

We have identified nearly 120 potential risks linked to the Squire Lane Leisure Wellbeing and Enterprise Centre (see our risk register – Question 6.3f). We have assessed their potential likelihood and impact with and without the mitigations we have already implemented. To do this, we have systematically considered the key uncertainties (and assumptions) across all the project delivery phases and the different elements.

The key risks we envisage are:

- Leases are not in place yet and partners may decide to withdraw from the scheme resulting in costly re-design, the need to identify new tenants, amend the service offer threatening the benefits.

- Unexpected cost increases following detailed site investigations, design development and availability of construction materials: additional costs will need to be identified from elsewhere or value engineering will be needed to bring the scheme within budget.
- Delivery delays may result in non-compliance with funding timescales, benefits from integrated service offer are delayed and potential costs associated with extending tenancies or storage.
- Lower demand for services as a consequence of COVID-19: revised financial model will be required. Space may need to be adapted for alternative uses.

Risk management plans

We will assess and review risks throughout the project to update the risk register. Risks will be allocated to the owner best able to manage them. Where possible, they will be eliminated during further development of the project, but those that cannot be closed will be monitored and actions taken to mitigate them. Where appropriate detailed contingency plans will be produced.

The Project Manager will maintain the risk register regularly to reflect 'live' risks and those which have elapsed, liaising with the project team to ensure all risks and issues are captured and mitigation actions undertaken. Review dates for each risk will be agreed between the Risk Owner and the Project Manager.

The Project Delivery Group will be responsible for appropriate risk management. It will issue exception reports if risks require the immediate attention. The Project Delivery Group will escalate risks and issues to the Strategic Project Board if it cannot manage them at their level.

The Council and its design and cost consultants have proactively collaborated to design out as much risk as possible. They will continue to work together to identify risks and mitigate their impact so that the risk register continues to evolve during procurement and delivery. The appointed contractor will be required to assist with risk management.

Roles and responsibilities

The Council has ultimate responsibility for project delivery. There is joint responsibility for integration and maximising the benefits from the scheme. Any risks associated with this would be assigned to the Strategic Board to reflect council responsibilities for the project and building.

Operational risks related to achieving individual service benefits and demand for those services would be allocated to the organisation responsible for delivering the service. The Project Delivery Group (of which the Strategic Directors of Corporate Resources and Place are joint leads) is responsible for the successful delivery of the project.

6.3f Has a risk register been appended to your bid?

Yes

No

6.3g Please evidence your track record and past experience of delivering schemes of a similar scale and type (Limit 250 words)

We have a strong track-record of delivering significant capital projects managed by its dedicated and experienced in-house client-side project management team.

Over the last 15 years, this team has successfully managed many capital projects including:

- **Large Capital Projects:** Appleton Academy (£25m+); Dixons Allerton Academy (£35m+); Bradford Live Events & Conferencing (£30m+) and relocation of Bradford Market (£20m+)
- **Sport & Culture Projects:** Sedbergh Sports Centre (£16m+) and refurbishment of St George's Hall (£10m)

The team has also managed a wide range of external funding streams from government (Department for Education, Department for Digital, Culture, Media & Sport), regional bodies (West Yorkshire Combined Authority) and lottery-based funding (National Lottery Heritage Fund, Sport England).

The work of the team as part of delivering major projects includes:

- Undertaking all client's functions on behalf of City of Bradford Metropolitan District Council
- Setting up and implementing rigorous governance arrangements with both internal and diverse external stakeholders
- Implementing effective project management processes to control risks and associated financial implications
- Liaising with external funders
- Ensuring all monitoring requirements are fulfilled
- Managing a wide range of contracts using different forms of contract (Joint Contracts Tribunal, NEC3)
- Working with the contract administrator in relation to contractual instructions
- Cross-departmental matrix management to coordinate the required input of various stakeholders into the project as and when required.

6.3h Assurance: We will require Chief Financial Officer confirmation that adequate assurance systems are in place.

For larger transport projects (between £20m - £50m) please provide evidence of an integrated assurance and approval plan. This should include details around planned health checks or gateway reviews. (Limit 250 words)

The Chief Financial Officer confirms that there are adequate assurance systems in place.

The Council has substantial experience of managing large scale projects. Approval processes are well established, and monitoring of capital and revenue expenditure is reported to project boards, senior managers and the Executive on a regular basis.

A project governance framework is in place as follows:

- Oversight of delivery will be provided by a Strategic Project Board chaired by the Chief Executive, to serve as the project steering committee and advised by decision-makers from key partners.
- Reporting into the Strategic board will be a Project Delivery Group, consisting of operational representatives for different elements of the scheme.
- Key delivery risks including contractual, build and design risks will be managed throughout the lifecycle of the project using a risk register and clear governance structure for decision and risk escalation.
- Responsibility for design, construction and cost certainty will be designated to a contractor using a competitive procurement process. The Council has received strong support from third-party partners based on ongoing engagement.

Additional project management and oversight structures include:

- Project Advisory Board that makes capital allocation and funding decisions.
- Project management framework, policy and process to ensure delivery of projects to completion
- Capital challenge sessions with the council leader and executive portfolio holders
- Regular capital monitoring of budget, spend and forecast.
- Project Steering Group including the s151 Officer, Head of Procurement, Assistant Director Property & Estates and Strategic Director Corporate Resources.
- Formalised procurement processes to competitive tendering for works and services.

6.4 Monitoring and Evaluation

See technical note Section 4 and Table 1 for further guidance.

6.4a Monitoring and Evaluation Plan: Please set out proportionate plans for M&E which should include (1000 word limit):

- Bid level M&E objectives and research questions
- Outline of bid level M&E approach

Overview of key metrics for M&E (covering inputs, outputs, outcomes and impacts), informed by bid objectives and Theory of Change. Please complete Tabs E and F on the **appended excel spreadsheet**

- Resourcing and governance arrangements for bid level M&E

Objectives and research questions

The objectives of our planned monitoring and evaluation will be to address three key issues:

1. Impact: What difference has the Squire Lane Leisure Wellbeing and Enterprise Centre made?
2. Process: What can we learn from how the Centre was delivered?
3. Value-for-money (VfM): Was the Centre a good use of resources?

The table below summarises the key research questions.

Impact	Process	VfM
How far did the Centre achieve its expected outcomes?	Was the Centre delivered as intended:	How cost-effective was the Centre?
How much of the change can be attributed to the Centre rather than external factors? What would have happened without the Centre?	<ul style="list-style-type: none"> • Were there enough resources? • Were there any unexpected or unintended delivery issues? • Did the Centre reach its target groups? 	What was the value-for-money of the Centre?
What, if any, unintended outcomes have there been?	What worked well/less well – and why?	What were the costs and benefits of the Centre?
How far – and why - have different groups been impacted in different ways by the Centre?	What could be improved?	How did they compare (with expectations)?
What generalisable lessons have we learned about impact?	What can be learned from the delivery methods used?	Was the Centre the best use of resources?
	Could the Centre have been procured and delivered at lower cost?	
	How did (any) changes in the context influence delivery?	

The monitoring and evaluation will inform consideration of:

- The relevance of the Centre’s goals in different contexts
- The likelihood that the Centre would work in other contexts
- Whether the Centre is sustainable from financial, economic, social and environmental perspectives
- What lessons have been learned that can be transferred to other initiatives/future appraisals.

Approach

We are fully accustomed to meeting the monitoring and evaluation requirements as part of fulfilling the conditions of external funders having previously benefitted from funding from the EU (i.e. European Social Fund and European Regional Development Fund), Government departments and agencies (e.g. Department for Education, Department for Digital, Culture, Media & Sport, Sport England), regional bodies (e.g. West Yorkshire Combined Authority) and from Lottery organisations (e.g. National Lottery Heritage Fund).

From a monitoring perspective, we will work closely with the funding agency to agree from the outset:

- Which aspects of the project or project delivery, they would want reporting (i.e. financial, programme, issues, etc.)
- Frequency of the reporting (i.e. monthly, quarterly, etc.)
- Type of evidence required (i.e. photographic evidence, narratives, actual spend)
- Format of the monitoring reports.

Again, past experience has given officers the ability to report using different setups (manual reporting or fully automated). Once the monitoring requirements are agreed, our Client-Side Project Team will coordinate the collation of the required information to ensure the reporting as per agreed parameters.

Undertaking evaluation requires clarity of the expected outcomes. To that effect, we expect to agree with the MHCLG the precise scope and timing of the evaluation once allocation of the funds is approved so that we can:

- Understand and agree the success criteria for the monitoring and evaluation
- Confirm the baseline assessment against which the outcomes will be evaluated
- Agree the methodology to be used.

Again, we are experienced in undertaking both qualitative and quantitative evaluation and such scope will also be agreed with MHCLG early on in the delivery of the project.

Key metrics

The key indicators of inputs, outputs and outcomes are summarised below.

Inputs (cost £m) ⁵³	Outputs	Outcomes	Key outcome indicators
Outturn capital cost of the Centre	<ul style="list-style-type: none"> • Leisure centre – 4,376m² 	<ul style="list-style-type: none"> • Employment in leisure centre/sports hall • Improved access to leisure facilities 	<ul style="list-style-type: none"> • Gross development value – with project • Development costs, fees and profit • Value of the Centre as brownfield site • # of users of leisure facilities who were not previously physically active
	<ul style="list-style-type: none"> • GP surgeries • Urgent care centre • Outpatients care services • 2,148m² 	<ul style="list-style-type: none"> • Reduced attendance at Bradford Royal Infirmary A&E • Reduced cost of urgent care • Increased use of primary care services 	<ul style="list-style-type: none"> • # of attendances at urgent care centre/# of attendances at Bradford Royal Infirmary A&E
	<ul style="list-style-type: none"> • Enterprise hub – 1,230m² • Careers & skills hub – included above • Community space – 927m² • Health & beauty – 210m² 	<ul style="list-style-type: none"> • Increased volume and quality of business support • Better targeted of careers and skills support • Improved access to community facilities 	<ul style="list-style-type: none"> • # of businesses supported • # of gross jobs created • # of events using community facilities • # of people visiting the Centre • Perceptions of the Centre by residents/users

Resourcing and governance arrangements

Our Senior Responsible Officer will be responsible for ensuring that all monitoring and evaluation requirements are fulfilled. Responsibility for preparing and issuing monitoring reports will rest with the Client-Side Project Manager who will collate the required information/data from all partners,

⁵³ Excluding fees and allowance for optimism bias

contractors and other stakeholders and submit it on behalf of the City of Bradford Metropolitan District Council to the funding agency as per its agreed frequency.

The monitoring function will be undertaken by our Client Services team which is experienced in delivering a wide range of capital projects and meeting the M & E requirements of external funders.

The longitudinal evaluation will be contracted out to an experience specialist and independent organisation. The scope of the evaluation will be discussed and agreed at the outset with the funding agency and approved by the Senior Responsible Officer or the project board. Only once the scope of such evaluation is agreed would we seek to tender it.

PART 7 DECLARATIONS

7.1 Senior Responsible Owner Declaration

As Senior Responsible Owner for Squire Lane Leisure Wellbeing and Enterprise Centre, I hereby submit this request for approval to UKG on behalf of City of Bradford Metropolitan District Council and confirm that I have the necessary authority to do so.

I confirm that City of Bradford Metropolitan District Council will have all the necessary statutory powers and other relevant consents in place to ensure the planned timescales in the application can be realised.

Name: **Kersten England**

Signed:

7.2 Chief Finance Officer Declaration

As Chief Finance Officer for City of Bradford Metropolitan District Council, I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that City of Bradford Metropolitan District Council:

- has allocated sufficient budget to deliver this scheme on the basis of its proposed funding contribution
- accepts responsibility for meeting any costs over and above the UKG contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties
- accepts responsibility for meeting any ongoing revenue requirements in relation to the scheme
- accepts that no further increase in UKG funding will be considered beyond the maximum contribution requested and that no UKG funding will be provided after 2024-25
- confirm that the authority commits to ensure successful bids will deliver value for money or best value.
- confirms that the authority has the necessary governance / assurance arrangements in place and that all legal and other statutory obligations and consents will be adhered to.

Name: **Chris Chapman**

Signed:

7.3 Data Protection

Please note that the Ministry of Housing, Communities and Local Government (MHCLG) is a data controller for all Levelling Up Fund related personal data collected with the relevant forms submitted to MHCLG, and the control and processing of Personal Data.

The Department, and its contractors where relevant, may process the Personal Data that it collects from you, and use the information provided as part of the application to the Department for funding from the Levelling Up Fund, as well as in accordance with its privacy policies. For the purposes of assessing your bid the Department may need to share your Personal Data with other Government departments and departments in the Devolved Administrations and by submitting this form you are agreeing to your Personal Data being used in this way.

Any information you provide will be kept securely and destroyed within 7 years of the application process completing.

You can find more information about how the Department deals with your data [here](#).