

Apply to the levelling up fund round 2

Submission details

Submission reference	LUF20177
Created time	Wed, 10 Aug 2022 08:46
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What is the legal name of the lead applicant organisation?

Borough of Telford and Wrekin

Where is your bid being delivered?

England

Select your local authority

Telford and Wrekin

Enter the name of your bid

Broadening Aspirations through Education and Culture

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

No

Bid manager contact details

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Local Authority Leader contact details

Full name	Cllr Shaun Davies
Position	Leader of the Council
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Enter the name of any consultancy companies involved in the preparation of the bid

Perfect Circle
Freeths LLP
Theatreplan Ltd

Enter the total grant requested from the Levelling Up Fund

£20000000

Investment themes

Regeneration and town centre	22.5%
Cultural	77.5%
Transport	0%

Which bid allowance are you using?

Full constituency allowance

How many component projects are there in your bid?

2

Are you submitting a joint bid?

No

Grant value declaration

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

Tick to confirm

Gateway criteria: costings, planning and defrayment

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

Tick to confirm

Costings and Planning Workbook

Telford LUF_Package_Bid_Costings_Planning_Workbook_V2.00.xlsx

Provide bid name

Broadening Aspirations through Education and Culture

Provide a short description of your bid

Funding is sought to deliver two inter-related game-changing projects that will transform the Borough's cultural and educational offer and support regeneration of Telford, achieved through:

- Remodelling and expansion of The Place Theatre to deliver a broader cultural programme and greater community and educational activity, significantly enhancing the Theatre Quarter's daytime and evening economy levels and participation in culture.
 - Relocation and expansion of Telford College's Sixth Form offer to Telford Station Quarter, enhancing educational facilities and accessibility, raising young people's aspirations to progress onto higher level qualifications, and encouraging more young people from areas of deprivation to access further education opportunities.
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Provide a more detailed overview of your bid proposal

Key levelling-up challenges facing Telford are the regeneration of town centres, revitalising the visitor economy and creating opportunities for all young people to study locally and aspire to employment and higher skills. The transformation of the Theatre provides an anchor to the regeneration of this area whose catchment includes some of the most deprived communities in the Borough.

Relocation and expansion of the Sixth Form will provide accessible, enhanced learning facilities linked by road, rail and bus to key centres.

These LUF projects deliver solutions to identified issues around enhanced access to Further Education and cultural events, deliver town centre regeneration, through increasing activity levels and footfall, significantly enhance cultural facilities through the expansion and remodelling of the Theatre for the benefit of communities around the wider Borough and support its educational aspirations and needs through new Sixth Form Centre facilities to be located in Telford's centrally-located Station Quarter.

Telford College is an established College, delivering both Further ('FE') and Higher Education courses from its main site in Wellington some five miles from the Town Centre. TWC and the College have identified that the difficult public transport connectivity from some of the most deprived wards within the Borough to the existing location is a key constraint to continuing learners' participation in FE.

Relocating the College's whole A-Level teaching provision from Wellington to a new 'Station Quarter Sixth-Form-Centre' ('Centre'), provides opportunity, through the modernisation, remodelling and repurposing of former offices at Addenbrooke House, to deliver a cost-effective solution which will enable more young people from the most deprived communities in south Telford to meet their aspirations through engagement in FE. The new Centre benefits from excellent public-transport facilities and linkages within the sub-region., and with the benefit of Towns Deal funding creating pathways from out-reach in key communities to post graduate education, business enterprise and promoting apprenticeships. The College enhances links to the Skills & Enterprise Hub, to be delivered within this Quarter, and it will occupy the new facilities for 2024/25 academic year.

Both LUF projects significantly extend the impact and sustainability of the Towns Fund Programme investment.

Further information about the proposals is contained in Appendix 13

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

LUF investment will be delivered in two inter-related locations within the Borough, Station Quarter and Theatre Quarter. Both 'Quarters' are located within 1.5 miles of each other, linked by excellent road and public transport provision and are critical to the wider regeneration and economic prosperity of the surrounding Town.

Theatre Quarter is to the north-west of Station Quarter, which is a regeneration zone located between Telford Central Station and Telford Centre (Plan at Appendix 12c)

1. The Place Theatre Remodelling. LUF will deliver enhancements to the Place Theatre ('Theatre'), expanding proposals within the Towns Fund ('TIF') investment which delivers improvements to built-assets and public realm in Theatre Quarter. The combined investment will help stimulate further development in Theatre Quarter, forming a catalyst for investment across the wider Quarter and supporting the revitalisation of the visitor economy across the Borough.

LUF which will extend and remodel the Theatre, is complementary to the TIF projects and takes regeneration of Theatre Quarter to the next level through the delivery of a Theatre capable of hosting bigger and better shows.

2. Expansion and relocation of Telford College's Sixth Form offer. Relocation to Addenbrooke House, located in Telford's Station Quarter in the northern sector of Town Centre; this central location is more accessible for learners (it sits adjacent to the main station and a short walk from the central bus station) and lies adjacent to the Digital Skills & Enterprise Hub to be delivered through TIF. This Quarter presents an outstanding, ready-to-go-opportunity to evolve Telford's economy creating aspiration, vibrancy, community and a new 'campus' education 'offer; to address the skills deficit. See Masterplan at Appendix 12c & 12d.

Telford College is a partner in the delivery of the Digital Skills & Enterprise Hub and the relocation and growth of the Sixth Form provision via this bid provides an opportunity to create a 'college campus', supported by nearby key transport facilities providing opportunities for young people from out-reach in centres like Theatre Quarter to Station Quarter, and its Sixth form Centre, FE and HE on one inter-connected site.

The new location of the 'College Campus' will directly address inequality in access to learning, driving aspiration and providing pathways and outreach opportunities to the Borough's most deprived communities.

Station Quarter will ultimately deliver a mixed-use development with the Sixth Form Centre as part of the 'college campus' sitting alongside New Town centre apartments and mixed tenure eco-homes further enhancing the town's offer to young people encouraging them to stay, study and build their careers in Telford

Optional Map Upload

Does your bid include any transport projects?

No

Provide location information

Location 1

Enter location postcode	TF2 6EP
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Enter location grid reference	E369618 N310995
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Percentage of bid invested at the location	77%
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Optional GIS file upload for the location	Appendix 12c - Station Quarter Illustrative Masterplan Uses.pdf
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Location 2

Enter location postcode	TF3 4NT
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Enter location grid reference	E370062 N309205
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Percentage of bid invested at the location	23%
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Optional GIS file upload for
the location

Select the constituencies covered in the bid

Constituency 1

Constituency name	Telford
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Estimate the percentage of the bid invested in this constituency	100%
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Select the local authorities covered in the bid

Local Authority 1

Local authority name	Telford and Wrekin
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Estimate the percentage of the bid invested in this local authority	100%
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Sub-categories that are relevant to your investment

Select one or more regeneration sub-categories that are relevant to your investment	Civic Other Regeneration
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Describe other regeneration sub-category	Town Centre & Education
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Select one or more cultural sub-categories that are relevant to your investment	Arts and Culture
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Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome

No funding applications have been made to any other organisation or programme to deliver this project and the outcomes detailed in this Round 2 LUF submission are not connected to, or reliant upon, any other funding bids.

Required match funding has been identified from approved TWC capital provision, with implications for revenue funding built into existing budgets.

Provide VAT number if applicable to your organisation

162332100

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

TWC has undertaken an Equality Impact Statement ('EIA') – attached at Appendix 14 - to review any possible impact on specific groups within its residents and communities of the proposed LUF investment into the preferred option of each project, and has considered that there are no adverse impacts. This approach is reflected in its Equality, Diversity and Inclusion Strategy – attached at Appendix 15 - which has recently been approved by its Cabinet.

The anticipated equality impacts of undertaking either project included in this bid on 'Age' and 'Disability' aspects within the communities impacted has been assessed as 'positive' by the Council in the EIA.

For both projects, actions proposed to mitigate/enhance the effects of 'Age' are summarised as:- Effective ongoing engagement with older and young people who already, or might use the facility, for example students, performance groups, Forum50, is essential to ensure their needs are met and the positive impact is felt to its fullest.

For both projects, actions proposed to mitigate/enhance the effects of 'Disability' are summarised as:- Effective engagement with a full range of people with disabilities, their carers, partners and parents is key to realising the full benefit of the theatre refurbishment. Similarly, engagement with transport partners will be important to ensure adequate support and capacity for the sixth form establishment is available.

The EIA has been prepared by the Council and its project teams and its outputs are integrated within the Project Execution Plans for the projects within this 'Broadening Aspirations Through Education and Culture' bid submission. The lead officer for each project will assure that the enhancements and/or mitigations are taking place and the assessment is updated on appropriate basis. This duty is enduring and should be considered throughout the lifetime of the project

The Council's 'Equality, Diversity and Inclusion strategy 2022-26 is led by Councillor Kelly Middleton Cabinet Member for Leisure, Public Health and Well-Being, Equalities and Partnerships and has been approved by the Council's Cabinet. It sets out the Council's commitment, vision, approach, priorities and how it will measure progress in progressing this strategy, together with an Action Plan for two themes in the following four priority areas:-

- Priority area 1: Leading our organisation and communities (22 proposed actions and lead areas)

- Priority area 2: Supporting our workforce and elected members (23 proposed actions and lead areas)
 - Priority area 3: Serving our customers (15 proposed actions and lead areas)
 - Priority area 4: Celebrating and promoting the diversity of the borough (5 proposed actions and lead areas)
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Is the support provided by a ‘public authority’ and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?

Yes

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

No

Provide further information supporting your answer

A Letter from Freeths has been prepared to accompany the submission and this is attached at Appendix 2. This letter has helped to shape the responses to this section.

The recipient in the case of the Place Theatre is the Council itself and it is not acting as an economic actor in these circumstances. Telford College will be required to pay a full market rate for the occupation of the refurbished premises funded by the Council and will not derive any greater advantage than any other similar entity (it is considered that the College is not an economic actor).

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

No

Provide further information supporting your answer

The provision of cultural and education facilities are non-economic activities in these circumstances.

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

No

Provide further information supporting your answer

No, because the activities are non-economic.

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

No

Has an MP given formal priority support for this bid?

Yes

Full name of MP Lucy Allan

MP's constituency Telford

Upload pro forma 6 Proforma 6 - MP Formal Priority Support (Telford Constituency).pdf

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

'Place Theatre Remodelling'

To inform the development of the Theatre proposals, stakeholder engagement was carried out in May/June 2022. This included an online survey, engagement with 14 theatre promoters and the Theatres Trust, and in-depth discussions with the Telford Constituency MP, local ward members, Theatre Management and the Oakengates Town Council (see letters of support in Appendix 3a).

Alongside this, a full review of other previous community engagement has also been undertaken (see Appendix 3b), which also sets out how specific areas of feedback from this combined stakeholder engagement have been used to design the Theatre proposals.

This section focuses on the feedback from the most recent online survey (May/June 2022). This was open to all with a hard copy version available, and was promoted widely through social media, QR codes, email, community groups and partners. There were 1,590 responses to the survey (three quarters of respondents were from Telford & Wrekin and responses were received from all 30 wards). Some key headline results (see also Appendix 3c) were:

99% agreed that it was important for Telford & Wrekin to have a Theatre/performance venue;

97% agreed that taking part in arts and cultural activities benefits the local community;

37% said that The Place Theatre is their most visited venue;

70% said that if there was a wider choice of things to do in or near the Theatre before or after shows they would be more likely to visit;

The top 5 themes about what needed to be improved at the Theatre were:

- o The bar area
- o Seating (bar and auditorium)
- o Increased quality/variety of acts
- o Toilets
- o Entrance/outside

'Station Quarter Sixth Form Centre'

This part of the bid has been informed by a Residents Survey carried out in 2020 (5,473 respondents) and additional resident research that has just been completed, involving 2,916 telephone surveys and 5 focus groups. The telephone surveys were broadly representative by age and gender with >90 participants from every ward. In-depth discussions have also taken place with Telford College, the Telford constituency MP and the Marches LEP (see letters of support in Appendix 3a).

The 2020 survey asked about priorities for the Station Quarter area. 29.1% stated that education/training facilities should be prioritised. The 2022 research focused on people's priorities for the next 10 years. 72% of respondents said that opportunities for young people to get into work should be prioritised, and 23% prioritised access to high quality education. Appendix 3b provides more detail on the key themes from the focus groups and feedback from Telford College students who have been using a small temporary, test base at Addenbrooke House that was created in 2021.

Engagement with wider stakeholders will continue throughout the proposed project delivery and subsequent operational stages using a range of communication methods and will be led by Telford & Wrekin Council.

Has your proposal faced any opposition?

Place Theatre Remodelling– No opposition to these proposals received and pre-planning consultation on wider Quarter proposals underway, showing community support).

Stakeholder engagement (Section 4.2.1) has been undertaken which has shown community and business support for the investment. A risk register has been developed and the Council will work with stakeholders to mitigate any potential impacts.

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

N/A

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

Telford and Wrekin is a place of socio-economic contrasts illustrated by the following, whereby parts of the Borough are amongst the most deprived in England, with deprivation rates comparable with inner cities, whilst other areas are amongst the least deprived in England.

- 17.3% (30,408 people) of the population live in income deprived families.
- 23.9% (8,603) of children aged 0-15 live in income deprived households.
- 12.1% of households were in fuel poverty in 2016, higher than the England average of 11.1%.
- Part of the above relates to unemployment rates which are higher than national rates:
- More than two in five lone parents (43.5%) are not in employment, higher than the England average (40.5%).
- Unemployment rate was 4.8% between July 2017 and June 2018, compared to 4.2% across England.
- Youth unemployment (aged 16-24) was statistically similar to the national rate at 20.4%, compared to 12.0% across England.
- Around 413 young people (aged 16-17) were not in Education, Employment or Training (6.9%) in 2016.

A higher-than-average proportion of employment relates to manufacturing jobs:

- Telford & Wrekin has nearly double the proportion of those employed in manufacturing (16.9%) as in England as a whole (9.0%).

- A significant part of the challenge, as evidenced by surveys – Appendix 3a&b, relates to low aspirations in young people and accessibility to higher education in a centrally located high quality environment.
- The majority of the most deprived areas are located within estates to the south-east of the town, whereas the Telford and Wrekin College is located in Wellington 3.5 miles to the north west of the town centre.
- Expansion and relocation of the College Sixth Form Centre, adjacent to the Digital Skills & Enterprise Hub (part of the Towns Fund), which will form a ‘Town Centre College Campus’ in a highly accessible and attractive town centre environment, will help retain more young people in Further Education and encourage a greater proportion into Higher Education, supporting individuals to achieve higher income employment within the sub-Region. Vocational course provision will also be extended.
- Realising the potential of the Borough’s arts, culture and leisure: Supporting more than 5,000 jobs directly and in the supply chain, this sector has a total annual visitor spend of c. £500m driven by key assets including The Place Theatre. However, the potential of this sector is not being fully realised. Telford’s only theatre - The Place Theatre - is considerably constrained due to limited seating capacity and other facilities. The proposed works will raise the bar in terms of nature of shows available helping stimulate further development in Theatre Quarter, forming a catalyst for investment across the wider Quarter and supporting the revitalisation of the visitor economy across the Borough.
- Both interventions will therefore help the Levelling up of Telford’s communities through education, culture and arts as well as Town Centre Regeneration.

Data derived from (JSNA-Understanding Telford and Wrekin 2019 - A demographic, health and socio-economic profile of our communities)

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

Market failures

The existence of market failures points to a situation where market forces do not achieve an optimum outcome due to the existence of incomplete incentives or items that cannot be captured in the current economic system.

Place Theatre Remodelling

Cultural activities have many positive externalities and can often be public goods e.g. activities in public spaces that are ‘non-rival’ and ‘non-excludable’. Positive externalities include things like individual and community wellbeing benefits that far exceed willingness to pay. Evidence cited in Section 5 suggests for example that people living near a theatre derive value from its existence even if they do not use it (households are willing to pay an increase in taxes, around £5 annually for up to five years, to support the theatre).

The investment is intended to allow the Theatre to operate on a commercially viable basis – enabling it to generate more income through an expanded events programme. This expanded programme will add to the delivery of many social benefits undervalued in the marketplace.

It is clear from the Theatre’s financial model that, without public intervention, the capital investment would not be viable – meaning the expanded programme and the many positive externalities associated with it would not materialise. Whilst growth in the Theatre’s income will mean it can make a small surplus and TWC can potentially reinvest in cultural activities, the surplus is too small to cover the costs of debt repayment on the substantial capital outlay needed.

Sixth Form Centre

The role of public sector investment in education and skills development is long-established and education is often regarded as a public good.

The benefits of education and skills development are not wholly captured by the people who benefit – individuals and employers. There are positive externalities for the wider economy, which means interventions to improve education are generally undervalued and there is under-provision in the marketplace. Public sector intervention, which takes into account these wider benefits, can therefore be justified.

It is fair to say that the market is not capable of addressing the training and skills needs of Telford – particularly where this involves supporting people from more deprived communities who do not have the means to pay, directly or indirectly.

As well as positive externalities for the wider economy, in terms of the labour supply and productivity benefits, there are various other non-market benefits, such as the time and carbon savings associated with locating the College nearer to its main catchment.

The proposed new location for the College is an underused building identified for closure, which may otherwise stand empty given generally high supply of office space relative to demand. Empty buildings are associated with negative externalities such as crime. Public intervention is needed to avoid future problems, which might otherwise require the building to be demolished. However, the cost of demolition means redevelopment of the sites is likely to be unviable for some time.

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

Proposed interventions in the LUF bid

As set out in the bid summary (Sections 3.1 to 3.3), the proposed £20,000,000 LUF programme funding will invest into the following two interlinked strands:

- £15,500,000 investment into enhancing the cultural offer and vibrancy of the existing 'Place Theatre'
- £4,500,000 investment into the 'Station Quarter Sixth Form Centre' with refurbishment of the five-storey Addenbrooke House office block into the location for Telford College's Sixth Form college's facility as the preferred option. This is within Telford's Station Quarter and is adjacent to key transport facilities. As set out in the Economic section, the preferred option is for Telford & Wrekin Council to vacate its under-capacity occupation of Addenbrooke House as an office building, refurbishment of the building and subsequent occupation of the whole building (and its adjacent car park area) by Telford College for its Sixth Form teaching facilities.

TWC has undertaken an Equality Impact Statement ('EIA') – attached at Appendix 14 - to review any possible impact on its residents and communities of the proposed LUF investment into the preferred option of each project, and has considered that there are no adverse impacts. This approach is reflected in its Equality, Diversity and Inclusion Strategy – attached at Appendix 15 - which has recently been approved by its Cabinet.

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

LUF investment is rooted in Theory of Change model (Appendix 5) as follows:-

Aims and objectives

- 1 To deliver cultural enhancements for the Borough and its communities.
- 2 Supporting Town Centre Regeneration by delivering Further Education facilities that maximise involvement and retention of learners from disadvantaged backgrounds.
- 3 Supporting Town Centre Regeneration by delivering activities in sustainable

redevelopments of existing buildings that cater for all sections of their localities.

4 Supporting a dynamic Digital Skills & Enterprise Hub by investing in a Sixth Form Centre that supports FE learner retention & passage to HE.

Context

- The Borough is ranked the 86th most deprived local authority (out of 317) in the country. Nearly 17% of the Lower Super Output Areas (LSOAs) in the Borough are ranked within the 10% most deprived areas nationally.
- Town Centres are in need of regeneration – with both the Theatre and Sixth-Form Centre identified as key investments in a wider strategy that includes complementary Towns Fund investments.
- Participation in culture/arts is below average, particularly amongst poorer communities in the Borough.
- Measures of educational attainment are below average. Income and employment are key factors explaining pockets of deprivation in the Borough and these areas also have low scores on education and training.

Inputs/resources

- £20m LUF investment.
- TWC co-funding, assets, land ownership, commitment and time within well-developed governance
- Partnership-working with Telford College and Theatre promoters.

Activities

- Remodelling Theatre building to expand entertainment activity and Quarter's cultural offer.
- Repurposing/refurbishing Addenbrooke House for educational uses.
- Enhancing approved Telford Towns Deal investment in key locations.
- Supporting Telford College to extend its reach to more prospective learners from disadvantaged backgrounds.
- Supporting Telford College to backfill space at Wellington for Adult Learners.

Outputs

- 2,263 gross m² of remodelled Theatre building (new/improved cultural space).
- 3,574 gross m² of refurbished accommodation for educational use (new educational space created/improved).
- New capacity for 100 Sixth Form learners (Station Quarter site).
- New capacity for 150 Adult Learners (freed-up capacity at Wellington site).
- New opportunities for volunteering at the Theatre – 600+ volunteering hours per annum
- 19.1 FTE Theatre jobs safeguarded.
- 4.8 FTE Sixth Form Centre new jobs facilitated along with 1 business support job – plus additional jobs delivering courses to Adult Learners.

Outcomes short term

- Expanded programme of events (+132 pa).
- Higher Theatre audience numbers
- Higher Theatre consumer spending
- Theatre increasingly financially sustainable thanks to additional income (moving from a net cost to a net income position).
- New skills / qualifications attained (+125 people pa) across the College's Telford and Wellington sites.
- Improved educational and cultural opportunities for people from more deprived communities within the Borough.

Outcomes medium term

- Additional visitors from Theatre investment and improving cultural scene in Theatre Quarter and wider Borough.
- Higher skilled workforce and wages (new learners facilitated plus greater retention of skills in the area due to regeneration and improved job opportunities).
- Higher footfall and spend in the Borough town centres.
- More jobs and volunteering opportunities.

Outcomes long term

- Regenerated Quarters/centres.
 - Improved productivity and inclusive growth.
 - Pride of place.
 - Greater individual and community wellbeing.
-

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

Proposed LUF investment will provide a rare opportunity to bring about transformational change to two nearby inter-related Quarters of the Borough and to disadvantaged communities within and surrounding the Borough and delivers integrated cultural and educational outcomes and enhancements that support town centre regeneration. This bid delivers coordinated investment into two nearby Quarters within the Borough, as follows:-

Remodelling the Place Theatre in Theatre Quarter , one of the locations around which Telford New Town was developed, will deliver enhanced cultural facilities for the wider sub regional economy, provide accommodation for Telford College to deliver arts and drama course elements and enhanced Sixth Form curriculum, support local retail centre regeneration and build on the committed £2.6m investment from the Towns Fund programme into the Theatre Quarter to address the tired accommodation and public realm around the Theatre.

Refurbishment and repurposing Addenbrooke House will enable expansion and relocation of Telford College's Sixth Form Centre teaching facilities, creating a College Campus with the proposed Digital Skills & Enterprise Hub. This location has its existing excellent bus and rail linkages to the wider sub-region supporting access from disadvantaged communities in southern Town areas, and which supports regeneration of the Station Quarter and wider footfall within Telford Town Centre; this builds on the committed £17.025m investment from the Towns Fund into Station Quarter of Telford to deliver the new Digital Skills & Enterprise Hub, infrastructure and enabling a new mixed-tenure residential units within the locality and support an enhanced education offer within the Town.

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

The projects in this LUF bid will lever investment as follows:

Place Theatre Remodelling: Telford & Wrekin Council ('TWC') approved funding from its capital programme included in Medium Term Financial Strategy.

Station Quarter Sixth Form Centre: Telford & Wrekin Council ('TWC') investment from its approved Property Investment Portfolio capital programmes into the repurposing of Addenbrooke House. Telford College will occupy Addenbrooke House on a leasehold basis, noting that the College will continue to invest in providing high quality equipment to underpin its teaching facilities at both Addenbrooke House and its existing premises in Wellington.

TWC will contribute the existing Asset Value of its two buildings (Place Theatre and Addenbrooke House). Note the Council's substantial investment into the Skills Hub and Infrastructure/Public Realm projects within the Telford Towns Fund programme, which forms part of the wider circa £55m initial phase of mixed-use development.

The Towns Fund programme includes projects at Theatre Quarter and Station Quarter, both incorporating Government and Council funding to deliver the facilities and Town Centre and Cultural outcomes forecast. Explain how your bid aligns to and supports relevant local strategies and local objectives for investment, improving infrastructure and levelling up

This bid recognises the importance of alignment with local and regional strategic priorities that shapes communities over the short, medium and longer term:

This LUF investment plan supports investment in the Theatre and Sixth Form Centre in the delivery of key strategic priorities at the local Telford and wider sub-regional levels, as follows:-

Telford Town Investment Plan (Outcomes to 2030) – Both LUF projects seek to narrow the gap between our most and least deprived communities, improve access to an enhanced cultural and leisure offer and create attractive and connected sustainable places.

UK Plan for Growth, 2021 – Both LUF projects align strongly with the core pillars of growth identified to support transformational change as part of a global Britain.

National Planning Policy Framework, 2019 – Both LUF projects deliver key principles outlined within the NPPF, seeking to promote sustainable development (two projects enhancing existing buildings) through well-designed development around existing infrastructure and promoting equitable growth.

Marches LEP Strategic Economic Plan, 2019 – Both LUF projects are strongly aligned with the ambitions set out within the SEP to promote innovation, develop key skills across all levels and support cultural enhancements and promote sustainable patterns of growth.

Midland Connect Strategy, 2017 - Telford lies within an intensive growth corridor based on rail and road links into the West Midlands. Both LUF projects will strengthen the case for additional investment to enhance existing rail and bus infrastructure.

Telford & Wrekin Council Plan, 2020 - The strategic Council Plan and both LUF projects are fully aligned, underpinned by robust data including the Joint Strategic Needs Assessment – which frames shared priorities. This includes the Council creating pathways to opportunity, enhancing the quality of the environment, promoting inclusive patterns of growth, and adopting a leading role in responding to the climate emergency.

Telford & Wrekin Local Plan, 2011 – Both LUF projects support spatial policies within the Local Plan, particularly growth and diversification of the Station

Quarter and the need to flex existing policy approaches.

Telford & Wrekin Council Economic Development Strategy, 2016 – These LUF projects support the vision set out in the Economic Development Strategy, recognising the importance of ensuring that all our communities benefit from sustainable and inclusive growth. The proposed Sixth Form Centre supports the Digital growth priority area and the nearby Skills Hub.

Telford & Wrekin Council Climate Change Strategy, 2019 - The strategy and action plan set out measures aimed at moving the Council towards achieving zero carbon targets by 2030. Both LUF projects support this strategy (see Appendix 16 regarding TWC's Sustainability Statement) by including measures to reduce carbon emissions and promote sustainability with Station Quarter as a focus for sustainable development.

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

This LUF bid recognises the importance of aligning local transformation with national strategic priorities that will shape communities over the short, medium and longer term.

Both LUF projects align, and support, the following Government policies: Levelling-up - Inclusive growth and promoting aspiration to ensure that all sections of society realise tangible benefits from intervention under the Levelling Up Fund, together with complimentary investment from the Towns Fund. The themes recognise the importance of pride of place and promoting cultural activities in connecting deprived communities with opportunity through investment into centres at the heart of these communities, providing high quality sustainable connections – including physical and digital linkages – and through nurturing skills and learning at a range of levels.

Covid-19 recovery – the pandemic and resulting lockdowns have had a profound effect on communities and businesses within Telford. In spite of unprecedented levels of support, there is evidence that those in poverty have been most severely affected, while services, hospitality, entertainment and retail which depend on face-to-face interactions have been unable to trade. Promoting recovery in levels of activity to support town centre regeneration and footfall is a key priority to support local services and businesses – including the Borough and its towns, which have been affected by the long-term pressures affecting the UK economy.

Clean growth (Net zero carbon) – through prioritising new sustainable connections and embedding sustainable principles in the design and delivery of new assets, clean growth will be established as a key theme in delivering these LUF projects. It is recognised that a green recovery will create significant opportunities and, through the delivery of the Levelling Up and Towns Fund programmes, TWC will engage with stakeholders to ensure that local businesses and residents are well placed to take advantage of future investments within this sector.

The DfE Strategy 2015-2020 proposes clear, high quality technical and professional routes to employment, that are accessible for all and aligned with Britain's economic needs. Both LUF projects support this strategy and its intention is to deliver educational excellence everywhere, with the Theatre including accommodation for the College's arts curriculum and the Sixth Form Centre improving access for disadvantaged communities and building on delivery of the nearby Skills & Enterprise Hub.

The DfE's strategy 'Unlocking Talent: Fulfilling Potential' overarching ambition is - no community left behind. Both LUF projects provide accessible learning and training opportunities, providing courses that support Covid-19 recovery, particularly supporting the economy and enhancing opportunities for individuals.

Remodelling Theatre addresses the Arts Council England 'Let's Create' strategy, set out in its 'strategy 2020-2030-Arts Council England' website.

Alignment and support for existing investments

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

This LUF bid aligns interventions to the following programme, and delivers outputs and outcomes to deliver further cultural, educational and regeneration outcomes from: -

Towns Fund (plus Council 'match' investment)
£2.6m investment into the Theatre Quarter supports its potential as a cultural centre, transforming poor quality vacant buildings in prominent locations into flexible living and business spaces to grow sustainable footfall; public realm improvements increase activity, surveillance and linkages.

£17.025m investment into Station Quarter delivers the next phase in transformation of the Town, creating vibrancy, community and a new education offer that supports the proposed Sixth Form Centre. It includes a Skills and Enterprise Hub to promote local enterprise. Supported by Telford College and local businesses, the Hub will build on the strength of their existing educational offer.

Confirm which Levelling Up White Paper Missions your project contributes to

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

Living Standards Education
Skills Health Wellbeing
Pride in Place

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

This LUF bid contributes to the following Levelling Up White Paper Missions: -

Living standards – improved educational attainment and access to higher income employment
Education and Skills - delivers increased opportunities to access education and skills across all the Borough's communities, particularly for disadvantaged communities.
Skills.
Wellbeing - supports enhancing health and wellbeing through increased access to cultural activities and events.
Health (particularly mental health) - access to more cultural activities and events for wider communities, supports delivering better health outcomes, a key component of addressing health inequalities.
Pride in Place - through the regeneration of these key centres which are important Quarters within the Borough.

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

This section is explained in full in Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid.

Under-performing centres

- Theatre Quarter ('TQ') has struggled as a result of Covid. Footfall fell dramatically following the first lockdown and recovery has been very gradual due to the wider economic fallout. Footfall in Mar-22 was only 85% of its level in Mar-19.

See Graph 1 – Covid19 impact on footfall (Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid).

- TQ faces a number of additional challenges – reflecting vacancy rates data, which are above average. TWC has a well-supported vision for this, with the Theatre at its heart. Towns Fund investment ('TIF') will solve some of the issues – but not address the Theatre itself. Investment is needed to draw in additional visitors, along with higher footfall and spending in the locality. Theatre improvements will help to boost the localities' lacklustre evening economy.

Pockets of deprivation

- The Borough is ranked as the 86th most-deprived LA (out of 317) in the country. Nearly 17% of the LSOA's in the Borough are ranked within the 10% most deprived areas nationally.
- There are a number of pockets of deprivation around TQ and its environs.
- The Theatre itself sits in LSOA 'T&W 014D' – amongst the 30% most deprived neighbourhoods in the country. The map extract shows there are a number of other deprived communities nearby – all within its catchment. To the south is 'T&W 014B', which is amongst the 20% most deprived neighbourhoods in the country.
- Income and employment are key drivers of deprivation – along with low scores for education and training.

See Map 1 – LSOA areas around Telford (Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid).

Analysis is included in Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid;

See Graph / Histogram 2 – Rate of Theatre Visits per 1,000 population by IMD score Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid.

- Investment in the Centre will enable it to expand provision and numbers of learners, including additional learners gaining level-3 qualifications at the Station Quarter site, and new adult learners at Wellington (in freed-up-capacity there).

- The Borough is currently below average in terms of attainment of level 3 at age 19 – 54.1% compared to England 57.1%. The gap is larger for pupils eligible for free school meals, and for pupils classified as 'disadvantaged'.

Underperforming visitor economy

- Linked to retail and leisure is the Borough's underperformance in the visitor economy.

Visitor numbers and spending are generally lower in the Borough compared to other parts of England. Figures are three-year average for the period 2017-19. Further analysis included in Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid.

Sustainability of the Theatre

- Without investment the risk is that, aside from additional benefits not delivered, there will be a loss of existing benefits. Further analysis included in Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid.
-

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

All data cited previously is from credible sources.

Town Centre performance

- Footfall data provided by Telford and Wrekin Council from a survey by Place Informatics.

Deprivation

- English indices of deprivation 2019 The Index of Multiple Deprivation (IMD) is the official measure of relative deprivation in England and is part of a suite of outputs that form the Indices of Deprivation (IoD). It follows an established methodological framework in broadly defining deprivation to encompass a wide range of an individual's living conditions.
- Theatre visits survey produced by the Insight Team at Telford and Wrekin Council. Analysis based on 3 years visitor postcode data June 2019 - May 2022

Visitor Economy

- Visit Britain surveys. Figures quoted are three-year averages (2017 to 2019).
- Tourism day trips (GB Day Visitor Survey).
- The GBDVS measures the volume, value and trip characteristics of tourism day visits in Britain. The survey was launched in 2011 and uses an online methodology, with weekly interviews and an annual sample of c. 35,000 adults, to provide a detailed understanding of this key market.

Overnight trips (GB Tourism Survey)

The GBTS is a national consumer survey measuring the volume and value of domestic overnight tourism trips taken by residents in Great Britain, and provides detailed information about trip and visitor characteristics.

Educational attainment

- DfES statistics. Education statistics by LA district and pupil disadvantage, 16 to 19 Phase of Education, Table FE1.

Sustainability of the Theatre

- Baseline data provided by the Theatre / Telford and Wrekin Council from annual reports.

Other data used

- ONS 2021 "Lower Layer Super Output Area population estimates (supporting information).
-

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

Data sources are explained in full in Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid and summarised below:-

Data at LA level – relevant as investment intended to address Borough's performance compared to regional/national benchmarks.

Theatre Quarter performance - Additional footfall and spending arising from investment is most likely to address issues in the immediate vicinity (particularly in combination with complementary TIF investment)

Deprivation – investment to support Levelling-Up and public investment will help the Borough given its relative deprivation. More granular evidence is also relevant in highlighting the potential of the projects to help the most deprived communities within the Borough.

Visitor Economy – data is only available at LA level, but this is sufficient/appropriate to highlight the Borough's performance comparatively. To address this under-performance, the Borough can make better use of specific assets, such as the Theatre as a focal point and draw for visitors. Currently the Borough 'exports' more visitors than it attracts, also true of theatre trips.

Educational attainment – data is only available at LA level, but sufficient/appropriate to highlight the Borough's performance compared to other parts of the country. To address this under-performance the Borough can make better use of specific assets, such as Telford College. The proposed investment will boost Sixth Form provision, facilitate greater numbers of learners (including from more deprived communities).

Sustainability of the Theatre – data is naturally specific to the Theatre, but useful for comparisons with other regional theatres and the additional capacity needed to act as sufficient pull to visitors in a regional context.

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

- Investment will allow the Theatre to expand its events programme, generating sufficient income to operate on a financially-sustainable- basis.

Table 1 – Impact on proposed investment in Place Theatre (Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid).

Additional income generation is possible due to increased capacity – enabling more events and tickets sales, plus non-events income e.g., hospitality;

- An expanded Theatre will generate additional spending, creating new jobs and opportunities.
- Assuming visitor spend of £12-£24, the uplift in audience numbers (of 75K) could generate £0.9m-£1.8m annually.
- Further spending expected in the supply chain – taking total to between £1.13m-£2.71m/annually (assuming a portion of supply chain spend is retained locally).
- This would be a substantial boost to the high street – but allowing displacement of spend on other activities.

Investment will enable the College to serve a larger, more diverse range of students;

- Investment in the College can be expected to increase footfall and spend in Telford by around £1.25m annually.
- Total additional spending of around £3m annually (mid-point of estimates) could support 20-25 jobs – further to those directly created by the Theatre/College as a result of investment.
- The move to Telford means a central location that is more easily accessible, particularly for people in relatively deprived communities.
- Relocation means the College can diversify its educational offer e.g. through collaboration with the Theatre and new Digital Skills Hub.
- College plans indicate a net increase in student numbers across the two sites:
 - o +100 Sixth Form students (from 400 to 500) as a result of the move to Telford.
 - o +150 adult learners from expanded provision in Wellington, due to freed-up capacity there.
 - o Assuming 2-year courses, the 250-increase in student numbers means an additional 125 (=250/2) people obtaining qualifications each year – providing a boost to local economy. Wage impact of obtaining a level-3 qualification, from previous level-2, is around £3,154/annum.

As well as greater employment and training opportunities for people in deprived communities, investment will enable Theatre to improve participation rates in culture/arts, supporting wellbeing;

- Fujiwara-et-al study estimated the value of engagement in various activities. This included an “all audience arts” wellbeing benefit of £935/person-per-annum (2014) – equivalent to £1,123 in 2022/23 prices.
- Recent DCMS study reviewed evidence on the impact of the arts – strong evidence for impact of arts to improve adults’ wellbeing - supports aspects of social cohesion and infant development. This also found more tentative support for the use of arts to improve educational improvement and reduce social inequalities.

Alongside new jobs there will be increased opportunities for volunteering – through the Theatre and related activities;

- The Theatre currently has 2 regular volunteers – but many more involved in events and other cultural activities at various times of the year. Total baseline volunteering hours have been estimated at 400 hours annually.
- Following investment, volunteering hours increase by 600hours, to 1,000hours annually, linked to the expanded events programme - figures are likely to be conservative.
- A Cebr study for Arts Council England highlighted the importance of volunteering in the arts and culture sector and its role in improving community wellbeing and regeneration.
- “Volunteer work for arts and culture organisation provides benefits to both the volunteer and the organisation. The volunteer benefits through access to work experience they may otherwise not get and the organisation benefits through the additional staff working on things the organisation may not otherwise be able to provide.”

Local theatre benefits both users and non-users;

- User benefits are largely captured by the willingness to pay to attend events –reflected in the Theatre’s business plan assumptions.
- Non-users may benefit from the option value and/or from ‘spillover’ benefits associated with the Theatre’s existence.
- A SIMETRICA-Jacobs report found that, across four regional theatres, non-visitor willingness to pay (2020 prices) to support the running of a theatre they have not visited was £5.01 on average as an annual increase in household tax over either a three- or five-year time horizon.

Numerous other benefits associated with the investments, including ‘pride of place’ (though potentially some overlap with non-use values), environmental benefits from more sustainable buildings, and from reduced journey times (e.g., people travelling shorter distances to visit the theatre/attend college).

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

Theatre (More information available at Appendix 4b & 4c)

- Baseline numbers audience, ticket sales etc (TWC)
- 10-year business plan – all projections produced by FEI (TWC consultant), an Arts Council England Business and Financial Adviser for Arts-and-Cultural Organisations - assumptions soundly based on appropriate evidence.

Additional spending, jobs etc;

- Uplift in audience numbers consistent with the 10-year business-plan (relative to baseline)
- Visitor spend-per-person. Range based on two sources:
 - o Lower end (£12). University of Sheffield study for Arts-Council-England in 2004 “Economic impact study of UK theatre” - visitor spend of £7.77 in regional theatres in 2004. Uprated to 2022/23 prices using GDP deflator.
 - o Higher end (£24). Based on VisitBritain data – for day visits and overnight

visits (to Telford). Upated to 2022/23 prices using GDP deflator. From TWC (63% of audience) assume 75% of day visit spend (=£17); from West Midlands excl. T&W (35% of audience) assume day visit spend (=£23); non-local beyond West Midlands (2%) assume overnight visit spend (=£122). Audience origin based on Theatre visits survey produced by the Insight Team at TWC.

- Multiplier for spend is assumed to be 2, so an indirect effect of 1. Multiplier based on range of evidence including ONS & Cebr report for Arts Council England (see below) - between 25% and 50% of the indirect effect is assumed to be retained locally (range reflecting uncertainty).
- Jobs supported based on evidence from the Annual Business Survey – ratio of employment to turnover for relevant sectors.
- Additional spending in Telford, as a result of 500 additional learners, broadly based on modest spending-per-head during term. Whilst some loss of student spending in Wellington (partly mitigated by additional adult learners) –assumed that surplus space can either be converted to commercial and/or residential use. The benefits of these alternative uses are not included in the analysis, but overall can be expected to more than offset the loss of Sixth-Form student spending to Telford.

Education;

- Number of learners reflects Telford College’s plans (See letter of support)
- Uplifted numbers conservative – considered realistic and achievable.
- Wage impact based on two studies: 2016 Cambridge University report for Government “Economic Returns to Education in the UK’ (provides marginal %returns to each level of educational attainment); 2021DfE report “GCSE attainment and lifetime earnings” (supplementary tables) show median weekly earnings by age/gender/highest qualification).

Audience participation and wellbeing;

- 2014 Fujiwara-et-al report for DCMS “Quantifying and Valuing the Wellbeing Impacts of Culture and Sport”.
- 2020 Fancourt-et-al report for DCMS “Evidence Summary for Policy The role of arts in improving health & wellbeing”.

Volunteering;

- Baseline numbers supplied by the Theatre/TWC
- Hours-per-volunteer based on various sources, including ONS2017 “Changes in the value and division of unpaid volunteering in the UK: 2000-2015” (Community Life Survey); and NCVO 2019 “Time Well Spent A National Survey on the Volunteer Experience”.
- Cebr report for Arts Council England in 2020 “Contribution of the arts and culture industry to the UK economy.”
- IMETRICA-Jacobs report for Arts Council England in “Regional Galleries and Theatres Benefit Transfer Report” As DCMS’ Culture and Heritage Capital portal / Culture and Heritage Capital Evidence Bank 2021 (overall quality rating ‘high’).

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

The financial costs do not include s106/contributions, or other economic transfers that need to be excluded.

The financial costs have been adjusted as follows;

- Converted to 2022/23 values using GDP deflator.
- Discounted using the “social time preference rate” of 3.5% (as per Green Book).
- Adjusted for Optimism Bias (detailed further below).

Table 2 – Calculation of public sector costs, Theatre (Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid).

Table 3 – Calculation of public sector costs, Sixth Form Centre (College) (Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid).

Optimism Bias has been applied to the public sector financial costs at 14% (Theatre) and 13.4% (College). This is based on the upper bound 24% OB for Standard Buildings, with mitigations summarised in the tables below. Both projects have been classified as 'standard' rather than 'non-standard' as they "do not involve special design considerations due to space constraints, complicated site characteristics, specialist innovative buildings or unusual output specifications."

Table 4 – Optimism Bias mitigations for the proposed LUF investments Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid

Mitigations were reviewed for each site separately, with only modest differences between them. Mitigation scored as high (75%), medium (50%), low (25%) – for each contributory factor. For brevity contributory factors have been summarised by broad category in the tables provided in Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid.

Procurement – design teams have been involved from an early stage and there is sufficient lead-in time for pre-tender engagement with potential contractors. The risk of poor contractor capabilities is considered only medium risk. Contractors have not yet been unconditionally appointed and will be procured on the basis of a thorough assessment of tenders taking into account key factors such as track record. Building contracts will be specified to ensure performance risks can be managed effectively by experienced project managers. The impact of construction market pressures and volatility is considered and its impact reflected.

Project Specific – High level of mitigation applied to the Sixth Form Centre, with low mitigation applied to the Theatre. The latter involves greater design complexity and innovation compared to the former.

Client Specific – Telford & Wrekin Council has robust management practices that will regularly review risks and costs.

Environment – public relations and site-specific issues are considered low impact and low risk. Early designs and cost plans are informed by surveys. However, the designs are currently at an early stage (RIBA Stage 1).

External Influences – The Risk Registers include consideration of external matters (e.g. impact of statutory controls, legislation and impact of Covid restrictions) and the impact is reflected.

Describe how the economic benefits have been estimated

The Quantifiable Benefits from LUF projects is explained in full in Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid and summarised below:-

Benefits have been quantified by methods described in the Green Book, DCLG Appraisal Guide and other supplementary guidance to the fullest extent possible. The main assumptions and sources of data are set out in Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid.

Education

- Uplift in wages for NVQ level 4 (from level 3) estimated at £3,154 in 2022/23 prices (sources detailed in answer to 5.2.2).
- Net increase in students gaining qualifications each year 125 ((500 + 150 – 400)/2) within the Borough. Assumes all courses last for two years.
- Assume, conservatively, the wage premium lasts only 5 years, and with 10 years of outputs.
- Total benefit generated annually = 150 x £3,154 x 5 = £1.97m.

Wider value uplift – non-domestic properties within a 500m radius around Place Theatre – set out in full in Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid.

Property values are calculated from VOA rateable values, capitalised by yield assumptions for the various property types (informed by the 2022 Knight Frank investment yield guide).;

- Non-domestic property has rateable value of £2.2m in 2022/23 prices.
- The estimated capital value is £31.4m – so overall yield 7%.
- The total uplift is £1.3m, i.e., an increase of 4% on £31.4m, produced by place-making effects as a result of investment in the Theatre complementing planned Towns Fund investments and synergies with the relocated Sixth Form Centre.

Approach 2: As a sense-check, an alternative approach is based on the additional visitors and associated spend of between £1.13m and £2.71m per annum (from 5.2.1). Assume, for illustration, the mid-point £1.92m. This is local businesses turnover, from which there are various deductions – cost of goods and services, employment etc. Evidence from various sources (such as the Annual Business Survey) suggests only a small proportion might be available to pay higher rents. Assuming only 5% of turnover, landlords could stand to gain an extra £0.1m annually. Based on a yield of 7% (from above) this means a capitalised property value increase of £1.4m.

Similar figures have been estimated for Telford – with non-domestic property value uplift of £1.96m associated with additional footfall/spend. This figure is conservative as it assumes only 10% of the potential value uplift is attributable to the College.

Wider value uplift – domestic properties within a 500m radius around Theatre
Further to the impact of the Theatre's redevelopment on non-domestic

properties, there is anticipated to be a regenerative effect capitalised in residential house prices. With residential property prices valued at £200m in 2022/23 prices (based on VOA data), just 2.5% uplift (aligned with AMION research for DLUCH) generates benefits of £5m.

Non-use value estimates are set out in full in Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid.

Volunteering.

The economic and wellbeing benefits of volunteering have been estimated as set out in Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid.

Data Sources:

- ONS and NVCO reports previously referred to
- Fujiwara et al 2013 report for Cabinet Office and DWP in 2013 "Wellbeing and civil society, Estimating the value of volunteering using subjective wellbeing data".

Wellbeing associated with audience arts / culture has been estimated as set out in Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid.

Data Sources:

- Fujiwara et al 2014 report previously referred to

Crime

Benefits of reduced crime have been estimated but are negligible given low baseline numbers.

Land value uplift plus grant/loan less loan repayment

Land value uplift is estimated on the basis of the increase in property values, as a result of investment, net of development costs. As public sector grants / investments are not captured in these valuations, they are added separately. Public sector repayments are then netted off.

See Table 5 – Impact of Land Value Uplift on LUF interventions Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid

Pre-investment property values are based on market value estimates. These are the valuations returned for audit purposes as part of the Council annual asset valuation exercise. The post-investment property values have been informed by Thomas Lister Chartered Surveyors taking account on local rents, yields and floorspace available.

Distributional benefits assumptions is set out in Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid.

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

A number of additional assumptions have been made to estimate the benefits described in answer to the previous question:

- Timing and persistence of benefits
- Additionality
- Discounting

The table below summarises timing and persistence of benefits plus additionality assumptions. The Green Book discount rate (Social Time Preference Rate) of 3.5% has been used to covert benefits into (Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid).

Table 6 - Net Present Value terms Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid

In general:

- 75% additionality has been applied (25% displacement).
 - o Exceptions are: LVU + grant/ investment (100% additionality); and education (33% additionality).
 - o 75% additionality (25% displacement) is consistent with a low ready reckoner displacement level in the HCA Additionality Guide and existing local evidence. This assumption is supported by displacement factors from City Challenge and BIS/CEA evidence.
 - o The LVU is 100% additional as there is no displacement associated with a genuine supply-side improvement in the supply of property.
 - o A conservative approach to education has been taken, consistent with other similar assessments carried out on behalf of Telford and Wrekin Council. To be prudent, a combined 33% additionality factor (for displacement and deadweight) has been applied.
- Start of benefits in 2024/25
 - o With the exception of education where there is a two-year lag from substantive completion of works to the first cohort attaining level 3 qualifications (given courses last for two years).
 - o Transition to full benefits, of wellbeing associated with volunteering, audience participation etc, are only achieved after 3 years. This is consistent with the Theatre business plan where steady state audience numbers, income etc are only achieved from year 3 (post completion of works).

The table below shows discounted benefits and costs (in £millions), for each project and combined, as well as Benefit-Cost Ratio.

Table 7 – BCR calculation for LUF interventions (Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid)

Both individually and collectively the projects deliver Value for Money. With the project as a whole delivering a BCR of 2.2 which places it in the 'High Category'.

Both 'initial' and 'adjusted' BCRs are set out in the Appraisal table in response in 5.4.4. The 'initial' BCR includes all benefits other than distributional; the 'adjusted' BCR includes distributional on top of the other benefits.

Overall, the LUF investment delivers high VfM – even before consideration of various non-monetised benefits.

Upload explanatory note (optional)

Appendix 1 - Tables Graphs Plans for Bid Sections v1.0.pdf

Have you estimated a Benefit Cost Ratio (BCR)?

Yes

Estimated Benefit Cost Ratios

Initial BCR	1.7
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Adjusted BCR	2.2
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Describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed

Regeneration. The area has suffered from a lack of investment. These projects will begin to reverse this decline, in combination with TIF investment, creating the opportunity to deliver transformational economic growth through complementary developments in the area.

Image. The projects are in key gateways to the Borough, improving visitor experience and residents' opinion of it. Improvements to the Theatre respond directly to issues raised in local surveys in terms of improving the local vitality. Local spending/jobs. New events programme and Sixth Form Centre expansion will attract residents into both Quarters, as well as new visitors. LUF investment will also improve the reputation of Theatre Quarter for leisure and culture, helping to attract new creative artists and programmes.

Community wellbeing. Improvements to the Theatre have been demanded by the local community as a focal point to meet/develop local events. Investment will increase the sense of pride felt by residents in Theatre Quarter and more broadly across the Borough, as well as increasing social interaction. Greater participation in cultural events will help to address health, particularly mental health issues, within communities.

Covid-19 recovery. Covid-19 has badly affected cultural facilities due to the repeated lockdowns/social distancing measures. Key facilities such as Place Theatre have been disproportionately affected over two years. Investment, with an enhanced Theatre and measures to keep attendees in the local area, will support the recovery of the Quarter's cultural sector. The creation of an improved town centre 'offer' will help to create daytime footfall during the week, supporting local services.

Covid-19 has also had a disproportionate impact on education and young people. ONS data shows, among young people (aged 16-29 years) who were worried about the effect COVID-19 was having on their lives, their main concerns were the effects on schools or universities (24%), their well-being (22%), work (16%) and household finances (16%). Other than being unable to attend their educational establishments, most young people expressed concerns about the uncertainty over exams and qualifications (58%), the quality of education being affected (46%) and a move to home-schooling (18%). Young people who reported that their well-being was being affected were much more likely than older persons to report being bored (76%) and lonely (51%), and more likely to say the lockdown was making their mental health worse (42%).

Environmental benefits. Benefits from re-use and more efficient use of existing buildings; and improvements to the environmental performance of existing buildings (see Appendix 16- Sustainability Statement - works will be carried out to modern standards, which are much higher than when the buildings were first constructed).

Also benefits from reduced travel distances; and more travel by public transport. Theatre improvements will reduce outbound trips to other regional theatres further afield (more than balancing inbound visitor trips to Place Theatre). The new Sixth Form Centre location in Station Quarter is closer to its main catchment so reducing, and also well-located near to public transport hubs.

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

Sensitivity analysis has been undertaken with reference to scenario testing; and “switching values” under which costs increase/ benefits decrease so as for the proposal to represent “poor” Value for Money (BCR < 1). The scenarios are designed to test key benefits and assumptions and the robustness of value for money (in terms of the resulting BCR) in response to changes in these.

Table 8 - Scenarios are summaries (Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid)

Under the base (central) scenario, the Theatre proposal represents “High” VfM with BCR > 2.0. The College proposal is “Medium” VfM (between 1.5 and 2), and the combined proposal “High” VfM. Under alternative scenarios, the Theatre and College proposals separate and combined are either “Medium” or “Acceptable” VfM, with no BCR dropping below 1. This shows the VfM of the LUF bid is highly robust to changes in key assumptions and exclusion or reduction in key benefits.

In addition, in order for the combined proposal to be “poor” VfM, costs would need to double, or benefits to almost halve. The college proposal in isolation is slightly less robust to cost/benefit changes, but nonetheless large changes to costs/benefits are needed such that the proposal was not “acceptable” VfM.

Table 9 – Switching Values in BCR calculations and impact on vfm (Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid).

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

Appraisal Summary Table 1

Upload appraisal summary table

Theatre - Appraisal Summary Table.pdf

Appraisal Summary Table 2

Upload appraisal summary table

College - Appraisal Summary Table.pdf

Additional evidence for economic case

Additional evidence 1

Upload additional evidence	Appendix 1 - Tables Graphs Plans for Bid Sections v1.0.pdf
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Confirm the value of the capital grant you are requesting from LUF

Value of capital grant	£20000000
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Evidence of match funding (optional)	Proforma 8 - Chief Finance Officer Declarations - Broadening Aspirations through Education and Culture 29 06 2022.pdf
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Land contribution

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

The buildings comprising (a) The Place Theatre and b) Addenbrooke House, Station Quarter are both owned by Telford & Wrekin Council ('TWC'). TWC's legal team has reviewed title for each building and has confirmed that there are no restrictions on use that affect the proposed delivery of the LUF project.

Table 11 – Statement of Existing Use Values for the two TWC-owned buildings in this LUF bid (Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid).

Upload letter from an independent valuer

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

The Council confirms that VAT will be recovered on all capital costs associated with this LUF bid and there is therefore no irrecoverable VAT included within the cost plan for either LUF project.

It should be noted that both LUF projects include buildings owned by Telford & Wrekin Council.

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

Cost Plans for both buildings to be remodelled and extensively refurbished have been prepared by TWC's Cost Consultant (Gleeds), in conjunction with TWC and the project team – included at Appendix 4a.

Cost Plans have been prepared utilising plans of the existing buildings; latest conditions surveys held by TWC; together with initial refurbishment designs prepared by experienced consultants.

Theatre specialists Burrell Foley Fischer ('BFF') have led theatre design development, supplemented by design and technical theatre consultants, Theatreplan, as well as specialist festivals and events input from FEIUK given their substantial experience in the theatre sector. This RIBA Stage 1 design reflects 'best practice' in cultural accommodation and has been benchmarked nationally against alternative design proposals.

Broadway Maylan architects have focused on the Sixth Form Centre, given their already in-depth knowledge of Station Quarter and Telford College as an organisation and its specific needs (already designing the adjacent Station Quarter Digital Skills & Enterprise Hub). Similarly, the design for the proposed Sixth Form Centre reflects the quality of accommodation that the College requires for all stakeholders to support the proposals and is reflective of the quality to be delivered from the neighbouring Digital Skills & Enterprise Hub.

The Cost Plans produced reflect quantitative assessments of the works proposed to both buildings, together with the required quality to provide the standard expected by the project teams and the respective occupiers and customers. Rates used in the Cost Plans reflect benchmarked/current construction market conditions within the Midlands region, and using Gleeds extensive involvement in current construction activity, as well as input from the wider design team.

Costs reflect the assessed prices that would be provided if the proposed works were to be tendered; the current design stage, the provision of contingency as a percentage deemed appropriate for both the design and development stage the project is at.

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

Table 12 – Summary of risk costs included within the Cost Plans (Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid) for this LUF programme of projects (see also Cost Plans for each project in Appendix 4a).

These provisions have been determined by TWC's Project Manager and Cost Consultant (Gleeds), in conjunction with TWC and the project team, and reflect best practice in preparing Cost Plans for projects that are currently at early stages (RIBA stage 1) of development and design.

As both the Theatre and Sixth Form Centre projects are refurbishment projects in buildings owned, managed, and maintained by the Council and a similar level of survey data exists for each building, the same approach to cost planning has been applied to both the Place Theatre and the proposed Sixth-Form Centre. The added benefit for the Theatre Cost Plan is that specialist consultant Theatreplan has developed a detailed fit-out schedule, itemising the FF&E required and current market prices. Given the complexity of this element of the project, this provides a realistic approach to cost planning this package of works.

The design team and contractor procurement strategy are both included in the Project Execution Plan for the Sixth Form Centre, Station Quarter, rates/percentages have been based on experiences with Willmott Dixon and the specific consultant team currently delivering the adjacent proposed Digital Skills & Enterprise Hub, Station Quarter. Similar contingency, design development risk percentages, as were set at RIBA Stage 1, have been brought forward to the Sixth Form Centre project, as have benchmarked percentages for professional and survey fees, client-side fees etc. Realistic costs, based on reflective construction costs, professional fees, contingencies etc. have therefore been applied, providing a robust budgetary position that has been tested as far as it can be at this stage of the process.

Development programmes have been prepared for each project, utilising the knowledge and experience of the wider team, and including a detailed assessment of what is included to conclude the key milestones. This in turn has led to a robust assessment of the likely mid-point of construction upon which indexation has been based.

Describe the main financial risks and how they will be mitigated

Financial Risk overview – see risk Registers for the two projects at Appendix 9

TWC has an established approach to risk management in relation to major capital projects and programmes which will be utilised and implemented on this project. In line with Government guidance, Risk Management Plans and Risk Registers are established appropriate to the scale and complexity of the project.

The key financial risks (and mitigation) to delivering the project for which LUF capital resources are sought, are summarised in Table 13 (Appendix 1

Tables, Graphs, Map Extracts and Text explaining Bid).

As far as practicable, TWC will transfer financial risks to procured contractors, noting that because of the key stakeholders involved in the completed Remodelling and Refurbishment works (Theatre audiences, library users and Telford College) TWC will wish to control the quality and programme for the completion of the works and so will be required to accept a proportion of these risks.

TWC will continue to lead stakeholder engagement with key organisations occupying space in or near to the Theatre (Theatre visitors, Theatre Promoters, Town Council and Telford College), and will liaise with these stakeholders as risk reviews impact on timescales and potential changes to the proposed LUF projects.

Upload risk register

Appendix 9 - LUF Project Wide Risk Register, Jun-22.pdf

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

All LUF grant support received will be directly defrayed by Telford & Wrekin Council ('TWC') who will lead and manage the procurement processes and deliver the capital works proposed to enhance and remodel the two buildings set out in this bid document.

The Place Theatre and Addenbrooke House are owned and directly managed by TWC.

On completion of the proposed LUF-grant aided works, both buildings will continue to be TWC assets. The Place Theatre will continue to be managed by TWC and Addenbrooke House will be managed by Telford College through a Lease from TWC.

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

A Governance and Assurance Framework' document for the Levelling Up Fund Programme is attached at Appendix 6, and summarised below:-

ROLE OF TELFORD & WREKIN COUNCIL (TWC)

Telford & Wrekin Council ('TWC') is the Accountable Body for the Levelling Up Programme if funding is provided by Government.

Governance of the LUF programme is to be provided by the Council's Place Delivery Board, supported by its Officer Programme Board. As part of this role the Council will:

- Uphold the Seven Principles of Public Life (the Nolan Principles) and ensure that decisions made by the Place Delivery Board and Officer Programme Board are lawful and follow correct procedures in accordance with good governance principles.

- Ensure compliance with TWC policies and procedures, governance and decision-making requirements and statutory requirements including Subsidy Control and Procurement Regulations.
- Provide a Programme Manager and Project Support Officer to maintain effective management of the programme. The Programme Manager will be the main point of contact between TWC and BEIS/DLUHC.
- Establish Programme Delivery Teams to develop and implement successful LUF projects, including Project Managers and representatives from Legal, Finance and Communications
- Establish and implement effective monitoring and reporting arrangements
- Establish and manage funding agreements with third parties
- Take receipt of and defray programme funds in line with Government guidance
- Lead LUF related PR, communications and engagement activity working
- Retain copies of all relevant documentation as required

ROLE OF THE PLACE DELIVERY BOARD ('PDB')

The PDB which is an established Member-led Board, including lead Cabinet Members with responsibility for all aspects of Place and chaired by the Leader of TWC. This Board will provide oversight for the delivery of the LUF programme.

There is delegated authority for TWC Directors to deliver LUF projects in consultation with the respective Lead Cabinet Member(s).

A copy of the PDB Terms of Reference is set out in the LUF Governance and Assurance Framework.

ROLE OF THE OFFICER PROGRAMME BOARD

The TWC Officer Programme Board, consists of the lead Directors, Section 151 Officer, Place Programme Manager, Project Managers and TWC lead officers from Finance, Legal Services and Communications.

The Board is chaired by the Director of HEI and is supported by the Place Programme Manager. The Board has responsibility for programme delivery and will oversee the implementation of projects and ensure delivery of programme outputs.

This Board will inform and support reporting to the PDB, via the Programme Manager and Chair. The Place Programme Manager will manage information and activity between the Board and Project Managers.

PROGRAMME GOVERNANCE AND ASSURANCE ARRANGEMENTS

DECISION MAKING

The lead Cabinet Member for each LUF project has approved the submission of this LUF business cases to DLUHC. The S151 Officer has also approved this business case submission to DLUHC.

A Project Manager appointed by the Council has been assigned to each LUF project to develop each business case working with external partners and key stakeholders. External consultants have been appointed to work with TWC to prepare this bid submission.

Local assurance has involved review of business cases by the project team, including financial review and legal review (for Subsidy Control). The TWC S151 Officer has also scrutinised each bid ahead of submission

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

All LUF grant received will be directly defrayed by Telford & Wrekin Council ('TWC') who will procure and deliver the capital works set out in this LUF bid programme.

See Project Execution Plans at Appendix 7a and 7b for further information TWC will procure all capital works included in this LUF bid; using its procurement and contracting arrangements to ensure that best value is achieved for the public purse. All procurement will follow both relevant UK legislation and TWC's internal Contract Procedure Rules and Financial Regulations, including TWC guidance by including environmental criteria in order to ensure that all suppliers/contractors involved use sustainable practices and demonstrate how they will reduce carbon emissions in their supply chain (See Appendix 16 – TWC Sustainability Statement). Project Execution Plans are included at Appendices 7a and 7b and Risk Registers are included at Appendix 9.

The extensive client-side experience of Telford & Wrekin Council ('TWC') in project delivery, together with the experience of BiT and Gleeds' Project Managers (and respective teams) in delivering complex projects is set out in Section 6.3.4, which refers to appended Case Studies on completed relevant projects.

TWC has appointed a range of consultant via the Perfect circle, (SCAPE framework for consultancy services) to develop projects and prepare this LUF bid. This includes consultants to deliver Project Management and Quantity Surveyor services, architects and theatre specialist advice and bid writing services.

Contractor frameworks

Place Theatre Remodelling - Procurement will be through an open tender procedure through the Council's established Dynamic Purchasing System (DPS) which vets contractors to ensure they have Construction Line 'Gold' status, CHAS, SSIP and appropriate levels of insurances for the proposed works. A single stage tender process will be utilised to secure competitive bids. This project will be tendered through Lot 3 Construction Works (£4,551,413 - £120,000,000). A traditional style, fixed price contract route is to be adopted for the key capital construction / refurbishment elements of this project. Procurement will ensure TWC controls the detailed design elements and quality of materials used. Once the project elements are physically on-site, TWC's professional team will administer the contract(s) with the selected contractor.

A JCT form of contract with a Bill of Quantities will be used for principal works to ensure that any variations can be controlled sufficiently utilising already established rates from within the Bill of Quantities. Tenders will be assessed using both price and quality criteria, with the split to be determined.

Sixth Form Centre, Station Quarter - The importance of early contractor involvement for the wider Station Quarter scheme, as well as there being a contractor-led design team approach due to the benefits to be achieved, led to the utilisation of a procurement framework, with the Pagabo framework preferred. Supplemented by interviews with users, contractors and Framework Managers themselves, the Pagabo framework was identified as an option appraisal's preferred option, and subsequently approved. Following a robust and competitive procurement exercise, Willmott Dixon were appointed, via a JCT Pre-Construction Services Agreement to undertake the design of the Skills Hub, infrastructure works and public realm work adjacent to Addenbrooke House. Once the pre-construction period ends, a JCT D&B 2016 building contract will be signed. These appointments will extend to the refurbishment of Addenbrooke House for the new Sixth Form Centre.

For both projects, an open book process will be adopted, with main contractors required to share the competitive tenders of all the works packages submitted by their supply chain. Supply chains will be selected off contractors internal approved lists, vetted for financial stability, quality, performance etc. which helps mitigate potential supply chain risks.

TWC will actively maximise the social value that can be delivered through its contracts both during the implementation of projects and subsequent operational phases of delivery. Examples include, creating skills and targeted training opportunities such as apprenticeships or work experience, creating employment opportunities for young people, long term unemployed, care leavers or NEETS, community engagement in the development of projects and supplier engagement with communities and schools such as curriculum support in sharing their expertise and knowledge in their discipline (promoting linkages with deprived communities where possible).

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

The previous response explains the procurement and contractor management.

The client-side experience of Telford & Wrekin Council ('TWC') in project delivery, together with the experience of BiT and Gleeds' Project Managers (and respective teams) in delivering complex projects is set out in Section 6.3.4, which refers to appended Case Studies on completed relevant projects.

Please see Appendix 10 (Project Teams Organogram) for the project teams providing support to TWC, who will appoint the same client advisory team to develop and deliver the two projects on their behalf

Place Theatre re-modelling - Contractor procurement will be undertaken by TWC's professional Building Innovation Telford (BiT) team. The Project Manager, Ian Lowe, will lead procurement and contractor management. This team has an established track record of procuring and delivering capital regeneration projects which substantially de-risks delivery. Recent examples

include are included in Appendix 11 (Case Studies). BiT will procure specialist consultants (e.g. structural engineer) to support its team in undertaking surveys and designs of the proposed works, and has the ability to do this through its DPS or through Perfect Circle.

Sixth Form Centre - Contractor procurement for the refurbishment of Addenbrooke House will be led by Gleeds' Project Manager, Jo Middleton. The Project Manager holds extensive knowledge of the town, the site, and the project, and not only has the firm and the individual been involved from the start of the scheme, the team also benefit from experience of having been involved in previous Telford regeneration schemes including Southwater; a leisure-led mixed-use development in close proximity to the Station Quarter site. The Project Manager is experienced in education, commercial, infrastructure, public realm, and residential schemes; all key components of Station Quarter, and the team has a thorough knowledge of the client and its extensive stakeholders, having previously provided Project Procurement and Cost Management services for a number of their larger projects.

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

The previous responses explain the procurement methodology for delivering the LUF projects and the consultancy and contractor frameworks to be used. TWC will manage and be responsible for all procurement and management of construction and refurbishment works, with Project Execution Plans (PEP's) attached at Appendices 7a and 7b.

TWC and the LUF project teams use KPIs to understand the performance of contractors and are committed to ensure that the quality of the completed development reflect their collective requirements, together with those of the key stakeholders. Applications for payments by Main Contractors will require submission of information on performance, with review by the Project Manager, and reporting through TWC's governance process, as appropriate.

The key KP's proposed to be incorporated are:-

- Number of total project defects.
- Number of workmanship-related defects.
- The time required to reverse defects.
- The ratio of the number of inspections passed to the total number of inquiries.
- The total cost of all rework efforts.
- Customer satisfaction reports and ratings.
- Completion of previous works packages to budget and programme

These will be augmented by the respective Project Managers

Place Theatre – the PEP sets out arrangements to work collaboratively with the procured main contractor

Sixth Form Centre – the PEP sets out the benefits of a contractor-led design team i.e. buildability knowledge, robust cost planning based on real live data/rates, links with the supply chain. Design services are procured and provided by main contractor Willmott Dixon, with the contractor procuring additional services as is required.

There are considered to be no capability or capacity gaps within the procured consultancy team and TWC's in-house client team, as the Council utilises its own DPS (through BiT) or Perfect Circle framework (through Gleeds) to add specialist resources as necessary (e.g. specialist Theatre business case and theatre architectural specialists).

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

The Project Execution Plans ('PEPs) for both of these LUF projects are attached at Appendices 7a and 7b. LUF programme and individual project Risk Registers are attached at Appendix 9.

An open book process will be adopted, with main contractors required to share the competitive tenders of all the works packages submitted by their supply chain. Supply chains will be selected from procured contractors' internal approved lists, vetted for financial stability, quality, performance etc. which helps mitigate potential supply chain risks.

BiT has been appointed by TWC to procure the design and manage the remodelling works to Place Theatre and will monitor and review the timing and quality of works provided by the procured contractor.

Gleeds has been appointed to provide Project Management and Quantity Surveying services. This will include monitoring and reviewing the timing and quality of works provided by Willmott Dixon for the Sixth Form Centre.

Both these organisations have substantial experience of project delivery across a wide range of projects within the Borough and the West Midlands respectively and have established processes to manage consultant and contractor procurement and manage construction works through completion and commissioning of the respective buildings.

As noted in Section 6.1.19 and Section 6.2, consultancy and contractors will be procured through established frameworks (Pagabo and DPS), the Form of Contract used establishes the risk transfer / retention between TWC (as project promoter and contract 'employer') and procured contractors.

Before commencing procurement of the Main Contractor for the Place Theatre Remodelling, BiT will establish key performance and financial criteria which tenderers will have to meet as a 'gateway' to being considered further. The procurement of Willmott Dixon similarly ensured that the procured contractor met key performance and financial threshold criteria.

Procured contractors are required to share information on their suppliers and sub-contractors on an 'open book' basis with the respective Project Managers, for review with TWC where appropriate, for TWC to be satisfied regarding

commencement and ongoing financial and performance on project delivery risks.

Where appropriate, TWC will require an insurance-backed Performance Bond should there be concerns in the marketplace generally, or concerns regarding specific contractor's financial standing and ability to complete the contracted works.

Current volatility in the marketplace for construction materials and labour are constraining contractors to accept Fixed Price contracts for complex and lengthy contracts, requiring project sponsors to accept some of this price risk. The current economic market means that TWC will need to ensure that its main contractors remain financially viable and able to deliver the contracted works. Continuing monitoring of contractor's financial standing and performance on in the construction sector remains a key issue for TWC and its Project Management Team.

Set out how you plan to deliver the bid

See Project Execution Plans ('PEPs') for the LUF projects attached at Appendices 7a and 7b; An organogram of the Council's client-side team and the project delivery teams at Appendix 10.

Key Milestones

Delivery programmes for the Theatre Remodelling and Sixth Form Centre are attached at Appendix 8 of this bid document;

Table 14 – Summary of project milestones (Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid)

Key dependencies

- LUF funding to enable project delivery
- Securing timely planning consent without onerous conditions.
- Surveys etc and subsequent design allowing works to be commissioned within budgets.
- Construction sector market volatility not causing un-forecast cost pressures.

Resource requirements

The response to Section 6.3.4 (below) provides summary information on:

- TWC's client-side programme management of the projects in this LUF bid, and its project sponsor role for the two projects.
- The BiT and Gleeds project teams (including integral consultancy support) that will manage the delivery of the Place Theatre and Sixth Form Centre projects respectively.
- Temporary consultancy support for specific issues.

The Organogram for the LUF programme-wide team is attached at Appendix 10, and shows the named individuals involved and their roles

Roles and responsibilities – See Appendix 10 which shows the named individuals involved and their roles, together with LUF programme governance arrangements, TWC client-side role and the two project teams responsible for delivering the Place Theatre and Sixth Form Centre, both with specific named Project Managers

The Delivery Team – skills and experience

See Appendix 10, which shows the comprehensive project delivery teams, augmented with specialist and experienced individuals from BiT, Gleeds or procured. Both BiT, Gleeds and the respective specialist consultancy firms within their project teams have experienced and skilled individuals within their respective fields.

Stakeholder engagement, communication and benefits realisation

Section 4.2.1 explains stakeholder engagement undertaken by TWC to date, together with its commitment to continue this through the design and delivery

process of both LUF projects and a comprehensive process involving the local community and stakeholders during the Pre-Application process for securing planning consent.

TWC will lead LUF related public relations, communications, and engagement activity throughout the process of designing and delivering the two LUF projects.

A contractual obligation will exist between TWC and DLUHC to deliver outputs associated with the LUF funding received. TWC will utilise a standard Monitoring & Evaluation (M&E) Plan template which sets out the specific outputs to be monitored. For external parties identified as having a responsibility for certain outcomes, these obligations are formalised through contractual mechanisms i.e. lease agreements, building contracts. The Council's M&E responsibilities and accountability is captured within the LUF Governance and Assurance Framework (see Appendix 6, and the methodology set out in Section 6.4.1 of this bid document). This constitutes a clear and robust approach to delivering social value, and the associated M&E activities that will demonstrate deliverability.

Statutory permissions

a) Planning consent will be required for both LUF projects, and full Planning Applications (including pre-application public consultation) will be submitted by the respective project teams. Positive informal Pre-application discussions with TWC's planning team are being progressed with the intention of submitting Applications by the key programme dates.

b) Building Regulations approvals will be addressed by the respective project teams.

c) Issue of pre-works start F10 notices will be managed by the project teams.

Land/Asset ownership

Both buildings are owned and currently managed by TWC, so it is in control of providing vacant possession of the respective building to the appointed contractor. Refurbishment of Addenbrooke House for the Sixth Form Centre will proceed following TWC vacation of the accommodation that it currently occupies (this relocation will be completed within a 2-month period), and part relocation to nearby TWC buildings.

Monitoring project progress and budget management

Each of the LUF project PEPs reflects that the respective Project Managers will be responsible for producing an evolving Cost Plan taking forward initial budgets and developing/refining concept designs and driving forward affordability. Cost Plans have been developed to support this bid and are high-level and based on condition assumptions, visual inspections and reflect current contingency provisions. These assumptions have also fed into the supporting design and programme information.

Project Teams will develop the Cost Plans and review on a regular basis to ensure these capture current design and programme changes, and the affordability position is reviewed at the monthly TWC Officer Programme Board meetings.

If the project maintains a position of deliverability within the agreed project budget, feedback will generally be in summary form. However, if a budget risk is identified, this will be formally reported at the monthly Officer Programme Board meetings and escalated as necessary through TWC's governance structure. The approach of a flatter organisations structure, and one where there are open and frequent communication channels, made more efficient through MS TEAMS, allows risks to be shared throughout the Officer team. If risks need to be discussed urgently with more senior team members, this can be facilitated.

Once a fixed price building contract is awarded, standard contractual mechanisms will apply regards completing applications for payment, valuations, payment notices, and invoicing. Upon issuing a valuation, the respective Project Manager will support this with a monthly Cost Report, setting out the current financial position of the contract. Variations to contracts will be managed through the contractual change control process, with the respective Project Manager producing a robust change control and instruction procedure demonstrate that some bid activity can be delivered in 2022-23

TWC will commission design to RIBA stage 2 for the Sixth Form Centre and design to RIBA stage 3 'at-risk' in advance of confirmation of LUF funding by Government (anticipated mid-September '22).

The following activities will be underway during 2022/3

The Place Theatre

- Complete all building surveys and assessments
- Substantially complete refurbishment design (RIBA Stage 1-3)

Sixth Form Centre (Addenbrooke House)

- Complete all building surveys and assessments
- Complete refurbishment design (RIBA Stage 1-3)
- Commence preparation of Planning Application

In summary, TWC is proposing to commission design and surveys in 2022/3 to take both projects forward for contractual commitment in early 2023/4 and defray some £729,900 by 31st March 2023

Risk Management: Set out your detailed risk assessment

Level of risk and mitigation – see previous section (Financial Risk) above, and also Appendix 9 (LUF Programme Risk Register) and in the Project Execution Plans, attached at Appendices 7a and 7b.

The Risk Management process - and the Risk Registers provided - includes a comprehensive assessment of current construction and stakeholder risks and will be reviewed by the respective LUF project teams on a monthly basis, updated as appropriate and changes reviewed with TWC's Programme Manager and summarised to the monthly meetings of Officer Programme Management Board and to the Place Delivery Board ('PDB') as appropriate.

The key risks identified in Section 6.1.8 are the financial risks, where mitigation measures have been identified but a quantum of risk remains with TWC as LUF project promoter and LUF Accountable Body.

The remaining risks with the appended Risk Registers have been considered and reviewed, and concluded that these are kept under regular review. The mitigated Risks are considered to be 'Low/Moderate' and currently acceptable to the Council as LUF programme promoter.

As far as practicable, construction risk will be transferred to the procured main contractors, particularly regarding relationships with their respective sub-contractors. This will include construction health & Safety risks, complying with HSE statutory requirements.

The attached Risk Register (Appendix 9) includes for

- Assessment of LUF programme-wide risks
- Detailed review of Risks for Theatre Remodelling
- Detailed review of Risks for Sixth Form Centre project.

The requirement for the Project Managers to regularly review and report on project risks is a key issue within the Project Execution Plans

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

The comprehensive client-side and consultant project team to deliver the Place Theatre Remodelling and the Sixth Form Centre at Addenbrooke House is set out in the Organogram attached at Appendix 10.

This illustrates:-

- Governance arrangements.
- The Council's client-side team, and its director-level project sponsors for each of the two projects.
- Temporary specialist consultants to support its bid (with technical support from BiT and its consultant team for both LUF projects).
- Project Teams for the project delivery, managed by BiT for Theatre Remodelling and by Gleeds for Sixth Form Centre. These project teams are also responsible for project design and delivery of the Towns Fund projects in Theatre Quarter (BiT) and Station Quarter (Gleeds). Consequently, both project teams are managing delivery of these specific LUF project and the TIF projects in order to achieve better coordination of any adverse impact of the proposed works and to mitigate any 'boundary' issues that might become apparent if separate professional teams were involved.

As reported earlier, TWC has the ability to procure additional consultancy support through the Perfect Circle framework (managed by Gleeds) or by the use of its DPS framework (essentially through BiT) if and when specialist consultancy support is required. Survey and design work for refurbishment of Addenbrooke House will be undertaken by Willmott Dixon, within the role performed by Gleeds as TWC's Project Manager and Cost Consultant for the building and the wider Station Quarter proposed projects.

The Project Managers identified in the organogram, (Ian Lowe (BiT) for Place Theatre and Jo Middleton (Gleeds) for Sixth Form Centre) are both experienced professionals with a wealth of experience in this role in delivering complex projects to the satisfaction of the various stakeholders involved. Both are accountable to TWC Programme Manager and to the project sponsors to identify any gaps in the specialist services required in project delivery, monitor performance against targets agreed with TWC's Programme Manager and its

Place Delivery Board and procure additional or replacement consultancy services as and when required.

Ian Lowe (BiT, Team Leader and Place Theatre Remodelling Project Manager) has a successful track record and experience of Project Management across all types of contracts including traditional JCT based, Design and Build & NEC4. Projects have ranged from £100k - £16m, and he has worked upon a wide range of projects for the commercial, education and leisure sectors including major commercial new build including phase 1 of a £56m industrial park and refurbishment schemes, and has been recently being involved in a number of high profile design and build schemes under the Council's high priority HIP (Housing Investment Programme) utilising NEC4 (Engineering and Construction contracts) as well as previous involvement in the Government funded BSF (Building Schools for the Future) framework.

Jo Middleton (Gleeds Associate Director and Station Quarter Project Manager (and specifically the Sixth Form Centre Project)) has a successful record of managing and delivering complex developments, both client and externally funded, delivered to programme and budget, working with, and coordinating, multi-faceted teams, partners and stakeholders. Having worked on a range of projects, she has developed transferable skills across a range of disciplines and her strongest attribute as a Project Manager is her approach to developing and maintaining relationships, that then develop into successful collaborative environments that drive positive cost, quality and programme performance.

Project implementation is managed directly by Telford & Wrekin Council (TWC), which defrays all payments for the LUF projects and is the Accountable Body for all LUF grant support received.

The Council, Gleeds & BiT have individual and related track record of project delivery. This includes Southwater (mixed use, supported by Gleeds as Project Manager), T54, Sutton Hill, Hortonwood West, for which Case Studies are attached at Appendix 11.

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

The Governance procedures to manage the projects for which TWC is seeking Levelling Up Fund funding is set out in Section 6.1.10 (above).

TWC's Chief Financial Officer's confirmation on proforma 8 inter alia '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'.

The 'Governance and Assurance Framework' for Levelling Up Funding is included at Appendix 6 and provides the following details:

- LUF Governance structure.
- Roles and responsibilities of TWC (as accountable body for Telford's Levelling Up Fund Programme) the Boards that will provide oversight and govern the programme; the role of TWC Chief Finance Officer.
- Programme Governance and assurance arrangements – decision making including bid development and local assurance and the role of the Programme Manager and Project Managers
- Financial regulations and compliance.
- Audit, counter fraud, corruption and Anti-bribery.
- Avoiding conflict of interest and code of conduct.
- Cyber security and data management.
- Risk Management.
- Procurement.
- Monitoring and Evaluation approach.

LUF grant will be received by Telford & Wrekin Council ('TWC') as Accountable Body, and all grant payments will be defrayed within the Council's Financial Regulations and Procurement Rules.

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

Place Theatre Remodelling

The freehold of the building is owned by TWC. Day-to-day operational costs are borne by the Council, and staff involved are employed by the Council. Income from cultural events and entertainment acts is received by the Council and used to offset its costs. All staff employed at the Place Theatre will remain as Council employees.

This arrangement will continue following the proposed enhancements to the Theatre building.

The Business Case for the operational remodelled Theatre is included at Appendix 4d, and adversely impacts on the Council's revenue budget initially, although provides a sustainable position over the first ten years; the net position will adversely impact on TWC's budget in the initial years. The financial net impact is summarised below, with the Council's position that this will be funded from reserves.

TABLE 15 – Anticipated impact on TWC revenue budget (Appendix 1 - Tables, Graphs, Map Extracts and Text explaining Bid)

The Council's Chief Finance Officer has reviewed and confirmed TWC's Finance Service Manager statement that 'I can confirm that the summary budget position has been shared and agreed with TWC. The Council's S151 Officer and Chief Executive have agreed that Council reserves will be used to fund the budget deficit.

The Business Model for the operation of the Place Theatre (revenue impact summarised above) anticipates a revenue surplus over ten years on the basis of the assumptions used. TWC has reported that it will seek to use a proportion of any surpluses (once Reserves repaid) to sustain and enhance cultural activity, including re-investing into the Council's extensive £2m cultural event programme, which delivers free events across Telford & Wrekin (see Agenda for Cabinet on Thursday, 19 May 2022, 10.00 am - Telford & Wrekin Council, item CAB-151).

Station Quarter Sixth Form Centre, Addenbrooke House

The freehold of the building is owned by the Council. An Agreement for Lease will be executed between the Council (as building owner and Landlord) and the occupier for Addenbrooke House.

TWC will realise revenue budget savings from vacating Addenbrooke House and leasing the building to Telford College. However, these savings will be captured within its corporate budget savings target determined to contribute to ongoing revenue budget reductions.

Set out proportionate plans for monitoring and evaluation

A robust approach to monitoring and evaluation will be established and full regard will continue to be given to the guidance in Annex E of the Technical Note and supplementary information. TWC will be responsible for collecting data for monitoring purposes, with DLUHC leading on the programme level evaluation.

Aims

Benefits management, monitoring and evaluation will be undertaken by TWC to understand the success of interventions, whether desired outcomes are achieved, and to enable change or management strategies to be deployed. Key research questions informing the M&E approach include:

- Is the intervention proceeding in accordance with the delivery plan – ensuring oversight of the delivery process;
- Is the rationale for intervention continuing to apply during the implementation phase – confirming the case for change and key assumptions remain valid;
- Whether assumptions underpinning the Theory of Change and leading to benefits held in practice – informing future decision making
- The extent to which outputs and outcomes can be attributed to LUF interventions –confirming the additionality of the respective projects; and
- Impact of the LUF programme and whether it provides value for money.

Monitoring outputs will include monthly dashboard reports to TWC's governance process. At project level, TWC will undertake the process, impact, and value for money evaluation.

Summary M&E approach

M&E will be undertaken in line with guidance issued by DLUHC; TWC will ensure all those involved in delivering LUF-funded projects have a clear understanding of the benefits to be achieved and mechanisms through which these benefits arise. The approach details the expected timeline over which benefits will arise identifying how these will contribute towards the achievement of LUF objectives' It includes a process for reviewing and updating benefits realisation plans if proposed interventions change. Key stages include:

- Gateway reviews for key decisions in line with milestones, outputs achievement.
- Agreement on any important research questions.
- Profiling and monitoring benefits - a clear profile of benefits for each project, including baseline position, financial spend targets, target delivery schedule, key milestones and target output forecasts. Specific KPIs are identified to ensure targets are achieved within set delivery schedules. A benefit plan is further developed to include a description of the realised benefits, quantifiable, financial gain of the benefit, metrics used to measure the scale of the benefit, main beneficiaries of the project and duration.
- Realising benefits – the identified Project Managers will track progress of benefits realisation, ensuring benefits remain relevant, deliverable and valid. Benefits will be realised when the expected measurement of change has been achieved. It will be the responsibility of the respective Project Manager to ensure that targets are achieved as planned.
- Monitoring and review - The approach will be proportionate to the resource invested in each intervention, making efficient use of existing capacity, data and expertise. This will inform decisions about the shape of the project and highlight areas where additional resource/capacity is required, enabling remedial action to be taken if interventions are not delivering the desired outputs. Data collected will feed into the evaluation.
- Evaluation – will consider how the programme has worked from a delivery perspective and through the experience of stakeholders. Where appropriate, TWC will participate in the programme level evaluation.

Overview of Key Metrics

Table E sets out performance indicators identified to track progress of the LUF programme. It includes sources for monitoring each objective, frequency of collection and responsibility for this. Metrics have been identified in accordance with the Theory of Change for the project, including:

Outputs

- 2,263 gross m² of remodelled Theatre building (new/improved cultural space).
- 3,574 gross m² of refurbished accommodation for educational use (new educational space created/improved).
- New capacity for 100 Sixth Form learners (Station Quarter site).
- New capacity for 150 Adult Learners (freed-up capacity at Wellington site).
- New opportunities for volunteering at the Theatre – 600+ volunteering hours/annum
- 19.1 FTE Theatre jobs safeguarded.
- 4.8 FTE Sixth Form Centre new jobs facilitated along with 1 business support job – plus additional jobs delivering courses to Adult Learners.

Outcomes short term

- Expanded programme of events (+132 pa).
- Higher Theatre audience numbers
- Higher Theatre consumer spending
- Theatre increasingly financially sustainable resulting from additional income (moving from a net cost to a net income position).
- New skills / qualifications attained (+250 students / learners) across College's Telford and Wellington sites.
- Improved educational and cultural opportunities for people from more deprived communities within the Borough.
-

Outcomes medium term

- Additional visitors from Theatre investment and improved cultural scene in Theatre Quarter and wider Borough.
- Higher skilled workforce and wages (new learners facilitated plus greater retention of skills in the area due to regeneration and improved job opportunities).
- Higher footfall and spend in the Borough centres.
- More jobs and volunteering opportunities.

Outcomes long term

- Regenerated Quarters/centres.
- Improved productivity and inclusive growth.
- Pride of place.
- Greater individual and community wellbeing.

The following indicators will also be monitored during the implementation phase:

- Project spend (total, co-funding committed).
- Project delivery (projects started/completed on time/budget).
- Delivery capacity (staff and budget invested).

Resourcing and governance arrangements

Funding has been allocated for the following M&E activities:

- Gathering/verifying the required monitoring information to DLUHC.
- Purchase of data/commissioning of surveys and data gathering by market research or other specialist companies (e.g. footfall, etc).
- Independent evaluation studies at interim and impact evaluation stages, ensuring an objective and robust assessment of progress enabling all stakeholders to provide their views.

Day-to-day responsibility for monitoring and performance management will be allocated by TWC's Programme Manager to respective Project Managers, with former also having responsibility for reporting on expenditure/outputs and wider outcomes achieved to the Officer Board. TWC's Senior Responsible Officer will have overall responsibility for oversight and ensuring reporting on performance to DLUHC. Appropriate data collection will be established prior to project implementation. Review through TWC's governance structure will ensure the LUF projects delivery remains 'on time and on budget'.

Regular feedback will be given to key stakeholders on progress and performance of this programme, which may include meetings to discuss any issues identified during the monitoring of the project and arising from interim and impact evaluations.

Senior Responsible Owner Declaration

Upload pro forma 7 - Senior Responsible Owner Declaration Proforma 7 - Senior Responsible Owner Declarations.pdf

Chief Finance Officer Declaration

Upload pro forma 8 - Chief Finance Officer Declaration Proforma 8 - Chief Finance Officer Declarations - Broadening Aspirations through Education and Culture 29 06 2022.pdf

Publishing

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

Additional attachments

Additional file attachment 1

Upload attachment	Appendix 1 - Tables Graphs Plans for Bid Sections v1.0.pdf
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Additional file attachment 2

Upload attachment	Appendix 2 - Subsidy control opinion.pdf
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Additional file attachment 3	Upload attachment	Appendix 3a - TW Education and Culture Letters of Support - all.pdf
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Additional file attachment 4

Upload attachment	Appendix 3b - Stakeholder engagement.pdf
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Additional file attachment 5

Upload attachment	Appendix 3c - The Place Theatre - Survey Analysis- Insight Team (June 2022).pdf
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Additional file attachment 6

Upload attachment	Appendix 4a - Sixth Form Centre & Oakengates Cost Plans (Gleeds).pdf
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Additional file attachment 7

Upload attachment	Appendix 4b - Place Theatre - Demand (Supporting Financial Model).pdf
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Additional file attachment 8

Upload attachment	Appendix 4c - Place Theatre event sales report (2019-20).xls
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Additional file attachment 9

Upload attachment	Appendix 4d - Place Theatre 10 year Financial Model (v2) (2022.6.9).xlsx
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Additional file attachment 10

Upload attachment	Appendix 5 - Telford LUF Theory of Change model.pdf
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Additional file attachment 11

Upload attachment	Appendix 6 - LUF Programme Governance Assurance Framework.pdf
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Additional file attachment 12

Upload attachment	Appendix 7a - Project Delivery Plan - SQ Sixth Form Centre.pdf
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Additional file attachment 13

Upload attachment	Appendix 7b - Project Delivery Plan - Oakengates Theatre.pdf
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Additional file attachment 14

Upload attachment Appendix 8 - High Level programme - Both projects.pdf

Additional file attachment 15

Upload attachment Appendix 9 - LUF Project Wide Risk Register, Jun-22.pdf

Additional file attachment 16

Upload attachment Appendix 10 - LUF Projects Wide Organogram.pdf

Additional file attachment 17

Upload attachment Appendix 11 - case studies -combined.pdf

Additional file attachment 18

Upload attachment	Appendix 12a - The Place Theatre Technical Masterplan.pdf
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Additional file attachment 19

Upload attachment	Appendix 12b - Theatre Remodelling Plans, Elevations, Sketches.pdf
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Additional file attachment 20

Upload attachment	Appendix 12c - Station Quarter Illustrative Masterplan Uses.pdf
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Additional file attachment 21

Upload attachment	Appendix 12d - Sixth Form Centre Options Feasibility Study.pdf
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Additional file attachment 22

Upload attachment	Appendix 13 - Summary of LUF proposals for Sixth Form Centre & Oakengates.pdf
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Additional file attachment 23

Upload attachment	Appendix 14 - Project Equality Impact Assessment.pdf
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Additional file attachment 24

Upload attachment	Appendix 15 - TWC Equality, Diversity and Inclusion Strategy.pdf
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Additional file attachment 25

Upload attachment	Appendix 16 - Sustainability Statement.pdf
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Project 1 Name

The Place Theatre Remodelling

Provide a short description of this project

Funding is sought to deliver this game-changing project that will transform the Borough's cultural offer and support regeneration of Telford, achieved through remodelling and expansion of The Place Theatre to deliver a broader cultural programme and greater community and educational activity, significantly enhancing the Theatre Quarter's daytime and evening economy levels and participation in culture.

This project builds on approved Towns Deal funding and is linked to the Sixth Form Centre project, which forms part of this bid to provide facilities to encourage more young people from areas of deprivation to access further cultural and education opportunities.

Provide a more detailed overview of the project

Key levelling-up challenges are regeneration of centres, revitalising the visitor economy and creating opportunities for all young people to study locally and aspire to employment and higher skills. Theatre transformation provides an anchor to the regeneration of the Quarter; its catchment includes some of the most deprived communities in the Borough.

The two LUF projects deliver solutions to identified issues around enhanced access to Further Education and cultural events, deliver town-centre regeneration, through increasing activity levels and footfall, significantly enhance cultural facilities through the expansion and remodelling of the Theatre for the benefit of communities around the Borough, supporting its educational aspirations and needs through new Sixth Form facilities.

Theatre Re-modelling will expand and enhance the Borough's only theatre serving the wider Borough allowing delivery of a broader programme of cultural acts and substantial enhancement of visitor/customer experience.

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

This project is located within the Theatre Quarter of Telford, and is within Oakengates centre.

Post code and Grid reference information is included in the following section.

Further location details for this project

Project location 1

Postcode	TF2 6EP
Grid reference	E369618 N310995

Upload GIS/map file (optional)

% of project investment in this location	100%
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Select the constituencies covered by this project

Project constituency 1

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

Select the local authorities / NI councils covered by this project

Project local authority 1

Select local authority Telford and Wrekin

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

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

£15500000

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

Regeneration and Town Centre	0%
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Cultural	100%
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Transport	0%
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Confirm the value of match funding secured for the component project

£1550000

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

Match Funding, totaling £1,550,000, will be provided from Telford & Wrekin Council's approved capital programme. This is confirmed through the signing of Proforma 8 by the Chief Financial Officer for Telford & Wrekin Council.

There is no further funding gap to deliver this project.

Value for money

Investment in the Theatre will stimulate the local economy, providing greater economic opportunity for people in deprived communities. The relocation of the Sixth Form Centre ('Centre') is complementary in terms of providing greater access to training and education.

Synergies between the Centre and Theatre have been identified and these can only realistically be exploited by reducing the distance between them, and by locating the Centre where it can serve a more diverse range of people.

- Investment will help the Theatre expand its activities and engage a wider range of people in arts/culture. Evidence suggests lower socio-economic groups are under-represented in these activities and have the most to gain, and Theatre visits surveys in the Borough confirms this, more so in comparison to the wider Region.

Section 5.2.1 sets out how the impacts of LUF investment in this project, summarised as:-

- Investment will allow the Theatre to expand its events programme, generating sufficient income to operate on a financially-sustainable- basis.

See Table 1 – Impact on proposed investment in Place Theatre

- An expanded Theatre will generate additional spending, creating new jobs and opportunities.
- Assuming visitor spend of £12-£24, the uplift in audience numbers (of £75k) could generate £0.9m-£1.8m annually

- Further spending expected in the supply chain – taking total to between £1.13m - £2.71m/annually (assuming a portion of supply chain spend is retained locally).
 - This would be a substantial boost to the high street – but allowing displacement of spend on other activities.
-

BCR and value assessment

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

The initial and adjusted BCR for this project is summarised in Section A11 (below), and explained in Section 5.4.4 and Table 10 in the bid.

Package bid BCR as follows:

Initial BCR: 1.7

Adjusted BCR: 2.2

Benefit Cost Ratios

Initial BCR	1.7
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Adjusted BCR	2.3
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Non-monetised benefits for this project

Table 10 summarises these as 'Pride of place'; future private investment in the Borough and Theatre Quarter; environmental (lower emissions).

These benefits have been assessed as Sections 5.3.2 to 5.4.4 in the bid submission.

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

Yes

Could this project be delivered as a standalone project?

Yes - the project could be delivered as a standalone project

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

LUF investment in this project by 31st March '23 is estimated to be £424,229

There will be pre-construction activity in 2022/3 on this project comprising:-

- Complete all building surveys and assessments
 - Substantially complete refurbishment design (RIBA Stage 1-3)
- (As Bid Section 6.3.2)
-

Statutory Powers and Consents

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

The Place Theatre, and relevant areas around it, are owned and managed by Telford & Wrekin Council ('TWC').

Planning consent – see next section.

There are no other consents or agreements required to deliver this project.

Upload content documents (optional)

Outstanding statutory powers/consents

Outstanding statutory consents required to deliver this project comprise:-

Planning Consent – Submitted early June '23 (Approval programmed late August '23, noting that TWC will actively engage with theatre visitors, local businesses to address potential concerns)

Building Regulations approval – same timescale.

There are no other statutory approvals required.

Project 2 Name

Sixth Form Centre in Station Quarter

Provide a short description of this project

Funding is sought to deliver this game-changing project that will transform the Borough's educational offer and support regeneration of Telford, achieved through relocation and expansion of Telford College's Sixth Form offer to Telford Station Quarter, enhancing educational facilities and accessibility, raising young people's aspirations to progress onto higher level qualifications, and encouraging more young people from areas of deprivation to access further education opportunities.

This project builds on approved Towns Deal funding and is linked to the

Theatre remodelling project, which forms part of this bid to expand its cultural programme and provide greater community and educational activity.

Provide a more detailed overview of the project

Key levelling-up challenges are regeneration of town centres, revitalizing the visitor economy and creating opportunities for all young people to study locally and aspire to employment and higher skills and achieve employment using these skills.

The two LUF projects deliver solutions to identified issues around enhanced access to Further Education and cultural events, delivering town-centre regeneration, through increasing activity levels and footfall, significantly enhancing cultural facilities through the expansion and remodelling of the Theatre for the benefit of communities around the wider Borough, supporting its educational aspirations and needs through new Sixth Form Centre facilities in Station Quarter.

Relocating Telford College's entire A-Level teaching provision from Wellington to a new 'Station Quarter Sixth Form Centre' ('Centre'), provides opportunity, through the modernisation, remodelling and repurposing of former offices at Addenbrooke House, to deliver a cost-effective solution which will enable more young people from the most deprived communities in south Telford to meet their aspirations through engagement in Further Education and possibly into Higher Education. The new Centre benefits from excellent public-transport facilities and linkages within the sub-region, and with the benefit of Towns Deal funding creating pathways from out-reach in key communities to post graduate education, business enterprise and promoting apprenticeships. The College enhances links to the Skills & Enterprise Hub, to be delivered within this Quarter, and it will occupy the new Sixth Form facilities for 2024/25 academic year

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

This project is located within the Station Quarter of Telford,

Post code and Grid reference information is included in the next section.

Further location details for this project

Project location 1

Postcode	TF3 4NT
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Grid reference	E370062 N309205
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Upload GIS/map file (optional)

% of project investment in this location	100%
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Select the constituencies covered by this project

Select constituency Telford

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

Select the local authorities / NI councils covered by this project

Project local authority 1

Select local authority Telford and Wrekin

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

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

£4500000

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

Regeneration and Town Centre 100%

Cultural 0%

Transport 0%

Confirm the value of match funding secured for the component project

£4797713

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

Match Funding, totalling £4,797,713 will be provided from Telford & Wrekin Council's approved capital programme, as evidenced through the confirmation on Proforma 8 - Chief Financial Officer Declaration.

There is no further funding gap to deliver this project.

Value for money

Investment in the proposed Sixth Form Centre will enable it to expand provision and numbers of learners, including additional learners gaining level-3 qualifications at the Station Quarter site, and new adult learners at Wellington (in freed-up-capacity there).

The Borough is currently below average in terms of attainment of level 3 at age

19 – 54.1% compared to England 57.1%. The gap is larger for pupils eligible for free school meals, and for pupils classified as ‘disadvantaged’.

Section 5.2.1 sets out how the impacts of LUF investment in this project, summarised as:-

Investment will enable the College to serve a larger, more diverse range of students;

- The College, from its current location in Wellington, serves a wide catchment, but take-up of courses is generally below capacity.
- Investment in the College can be expected to increase footfall and spend in Telford by around £1.25m annually.
- Total additional spending of around £3m annually (mid-point of estimates) could support 20-25 jobs – further to those directly created by the Theatre/College as a result of investment.
- The move to Telford means a central location that is more easily accessible, particularly for people in relatively deprived communities.
- Relocation means the College can diversify its educational offer e.g. through collaboration with the Theatre and new Digital Skills Hub.
- College plans indicate a net increase in student numbers across the two sites:
 - o +100 Sixth Form students (from 400 to 500) as a result of the move to Telford.
 - o +150 adult learners from expanded provision in Wellington, due to freed-up capacity there.
 - o Assuming 2-year courses, the 250-increase in student numbers means an additional 125 (=250/2) people obtaining qualifications each year – providing a boost to local economy. Wage impact of obtaining a level-3 qualification, from previous level-2, is around £3,154/annum.

BCR and value assessment

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

The initial and adjusted BCR for this project is summarised in Section A11 (below), and explained in Section 5.4.4 and Table 10 in the bid.

Package bid BCR as follows:

Initial BCR: 1.7

Adjusted BCR: 2.2

Benefit Cost Ratios

Initial BCR	1.4
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Adjusted BCR	1.8
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Non-monetised benefits for this project

Table 10 summarises these as ‘Pride of place’; future private investment in the Borough and Station Quarter; environmental (lower emissions).

These benefits have been assessed as Sections 5.3.2 to 5.4.4 in the bid submission.

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

Yes

Could this project be delivered as a standalone project?

Yes - the project could be delivered as a standalone project

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

LUF investment in this project by 31st March '23 is estimated to be £305,654.

There will be pre-construction activity in 2022/3 on this project comprising:-

- Complete all building surveys and assessments
 - Complete refurbishment design (RIBA Stage 1-3)
 - Commence preparation of Planning Application
-

Statutory Powers and Consents

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

Addenbrooke House, and relevant areas around it, are owned and managed by Telford & Wrekin Council ('TWC').

Planning consent – see below.

The building is currently partially occupied by TWC, who will relocate to alternative accommodation in advance of refurbishment works commencing.

There are no other consents or agreements required to deliver this project.

Upload content documents (optional)

Outstanding statutory powers/consents

Outstanding statutory consents required to deliver this project comprise:-

Planning Consent – Submitted early April '23 (Approval programmed late June '23).

Building Regulations approval – same timescale

There are no other statutory approvals required
