

LUF ROUND 2 – WELLINGTON

Item	Item	Responses
0 Applicant details		
0.1 Applicant name	<ul style="list-style-type: none"> Organisation raising the application 	Borough of Telford and Wrekin
0.2 Bid manager details	<ul style="list-style-type: none"> Name, position, tel. no., email, postal address 	<p>Deb Byle Place Programme Manager Housing, Employment & Infrastructure Telford & Wrekin Council</p> <p>Phone: 01952 381131 Email: Debrah.Byle@telford.gov.uk</p>
0.3 SRO	<ul style="list-style-type: none"> SRO name and contact details 	<p>Katherine Kynaston Director – Housing, Employment & Infrastructure Senior Management Team Telford and Wrekin Council</p> <p>Phone: 01952 384591 / 07976 100339 Email: Katherine.Kynaston@telford.gov.uk</p>
0.4 Chief Finance Office	CFO name and contact details	<p>Ken Clarke Director: Finance & Human Resources Telford and Wrekin Council</p> <p>Phone: 01952 383100 Email: ken.clarke@telford.gov.uk</p>
0.5 LA Leader	<ul style="list-style-type: none"> Leader name and contact details 	<p>Cllr Shaun Davies - Leader of the Council</p> <p>shaun.davies@telford.gov.uk</p>

	Item	Responses
0.6 Consultancy support	<ul style="list-style-type: none"> Consultancy bid support 	Gleeds Market Curators Thomas Lister Chamberlain Walker Freeths
0.7 Bid location	<ul style="list-style-type: none"> England, Wales, Scotland, NI 	England
1 Gateway criteria		
- Bid allowance	<ul style="list-style-type: none"> Constituency or transport 	Constituency Allowance
- Single applicant bids	<ul style="list-style-type: none"> Confirm <£20m (if not large transport/culture bid) 	Bid will be under £20m.
- Package bids	<ul style="list-style-type: none"> Confirm no more than 3 components 	Confirmed
- Joint bids	<ul style="list-style-type: none"> Names other LAs, confirm support, Proforma 2 	N/a
- Joint bids: 1 component	<ul style="list-style-type: none"> Confirm within permitted threshold 	N/a
- Joint bids >1 component	<ul style="list-style-type: none"> Confirm within permitted threshold 	N/a
- Large transport bid	<ul style="list-style-type: none"> Confirm <£50m 	N/a
- Large culture bid	<ul style="list-style-type: none"> Confirm <£50m 	N/a
- Bids incl. transport	<ul style="list-style-type: none"> Confirm support of relevant transport authorities 	N/a

	Item	Responses
1.1 2022/23 expenditure	<ul style="list-style-type: none"> Confirm some capital spend 	Confirmed.
1.2 NI only	<ul style="list-style-type: none"> Experience of HE, private, or 3rd sector partners 	N/a

Part 3 – Bid Summary

Section	Question	Guidance	Responses
3.1	Bid Name:	Please provide a headline project name. All bids will be allocated a specific LUF bid number on submission. This bid number and the name specified here will then be used to refer to the bid in all future correspondence	Economic Transformation Through Wellington Market Town Re-modelling
3.2	Please provide a short description of your bid , including the visible infrastructure that will be delivered/upgraded and the benefits that will be felt in the area. (100 words maximum)	A short description should be provided to summarise the project, its outcomes and benefits. This may be used in communications so should give a clear and concise snapshot that could be understood by someone unfamiliar with the bid.	<p>Three transformational projects in the heart of Wellington:</p> <ul style="list-style-type: none"> The acquisition and refurbishment of the historic 13th century Market, a key asset requiring investment to modernise its offer and maximise potential. The new facility will preserve existing traders and introduce new retail, cultural, arts, music and leisure events. The acquisition and refurbishment of the Orbit building for new multifunctional spaces created within dilapidated upper floors to host arts, cultural, office and community outreach support services. Highways improvements and public realm, to better connect the town, particularly for pedestrians and cyclists and creating a quality green environment within which to dwell. <p>These projects are wholeheartedly supported by the Leader of Telford and Wrekin Council, as outlined in the accompanying letter provided for this bid, as attached at Appendix 1.</p>
3.3	Please provide a more detailed overview of the bid proposal. Where bids have multiple components (package bids) you should clearly explain how the component projects are	This overview should be more detailed than that provided in 3.2. Please provide full details of what activity will take place where, clearly setting out the planned interventions, outputs and benefits. If the activities are	<p>The bid comprises three interlinked interventions in the heart of Wellington, as follows:</p> <p>Wellington Market</p> <p>A 13th century covered market and the most significant asset within the town centre, the Market is highly valued by the local community and businesses and has significant potential to become established as a borough visitor attraction. The market has deteriorated over recent past and continues to deteriorate</p>

	<p>aligned with each other and represent a coherent set of interventions.</p> <p>(500 words)</p>	<p>being undertaken across multiple locations, the applicant should clearly explain how the activities align with each other and represent a coherent set of interventions.</p> <p>If a package bid, applicants should also clearly explain here how the component projects are aligned with each other and represent a coherent set of interventions.</p>	<p>putting both its future, and the regeneration of Wellington, at risk. The lack of investment directly presents a major barrier for diversification of the town and delivery of wider socio-economic benefits. Terms are agreed for the purchase of Wellington Market with the key benefits of the project being:</p> <ul style="list-style-type: none"> • The delivery of a retail, food and leisure hub providing spaces for small independent businesses, to enhance the local economy and offer entrepreneurial opportunities, with a higher jobs' density than other traditional retail uses. • Works to the layout and configuration will maximise useable floorspace, preserve historic features, enhance accessibility and flow of footfall. • A curated arts and entertainment programme will support creative industries, giving local people access to a programme of family-friendly and evening entertainment. • Attract additional footfall in the town centre, capturing a greater proportion of local spend, improving the turnover of town centre businesses, increasing Wellington's viability. <p>An outline business case for the Market proposals has been prepared, which further outlines the issues/challenges and the rationale behind the intervention and this is included at Appendix 2.</p> <p>The Orbit</p> <p>The Orbit building has been partially converted to a café and cinema, which has started to develop the site as a valued local cultural asset; attracting footfall from the wider borough. The remainder of the building is vacant across the first and second floor areas. The scheme being promoted through this bid proposes:</p> <ul style="list-style-type: none"> • Acquisition by the tenant of the entire building, to secure the future of the building as a community asset • Refurbishment of additional space within the building • Delivery of spaces for complimentary uses that are not currently provided within the town, such as performing arts, exhibitions, community outreach services and offices. <p>The Clifton Community Arts Centre Ltd (CCAC) – are the tenant of the building and a Community Benefit Society that operates as Wellington Orbit. Acquisition of the freehold would safeguard the future of the facility and enable further investment to be secured delivering comprehensive refurbishment of the building. Together with the Market, the investment would create a significant culture and arts focus in the historic core of the town centre, complimenting and stimulating the growing food and drink offer, both pivotal elements of Wellington's Regeneration Strategy.</p> <p>The proposals for this building are attached at Appendix 3</p> <p>Highways / Public Realm</p>
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3.4	<p>Please provide a short description of the area where the investment will take place. If complex (i.e. containing multiple locations/references) please include a map defining the area with references to any areas where the LUF investment will take place.</p> <p>For transport projects include the route of the proposed scheme, the existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.</p>	<p>The response should provide a broad description of the area, with further detail given in question 3.5 below.</p> <p>If complex (i.e. containing multiple locations/references) please include a map defining the area with references to any areas where the LUF investment will take place.</p>	<p>The focus for the bid is on Wellington Town Centre. Wellington Town Centre covers an area of approximately 28.0 hectares and is located approximately 5.5km north west of Telford Town Centre.</p> <p>Wellington is an ancient town, incorporated into the new town of Telford in 1968, but with its own distinctive identity and proud history, dating back to the 13th Century. It is the largest market town by population in Shropshire and has an array of historic and environmental assets with excellent transport links including direct rail to London.</p> <p>Wellington has the potential to be one of the regions’ most successful independent small towns, an economic hub capable of supporting everything that is necessary for life and fulfilling its role as the ‘gateway’ to the north Shropshire Hills. Indeed, Wellington is recognised in the 2019 Marches Strategic Economic Plan as one of the Marches ‘Opportunity Towns’.</p> <p>As a middle ground between smaller local centres and the dominant retail provision of Telford Town Centre and of nearby Shrewsbury, Wellington’s retail offer has inevitably been squeezed. The decline of the high street and traditional retail base is exhibited within Wellington, with falling rentals and capital values, reducing occupancy levels, exacerbating volumes of vacant stock.</p> <p>With a historic core and catchment of more than 60,000 people, including some of the most deprived in the country, investment in the regeneration of Wellington, building on its status as a 13th century market town, will create a more diverse offer across cultural, art, retail, enterprise and food and drink, attracting more footfall and visitors but also strengthening the services, employment and culture/art opportunities for some of the most disadvantaged.</p>

	(500 words)		<p>The interventions proposed to enhance the Market and to provide additional uses at the already popular Orbit building will help to provide a point of difference for the town, diversify the offer and fulfil the role as an alternative destination to some of these larger centres.</p> <p>Key gateways to the town do not provide any sense of arrival to a town centre or create a sense of pride for residents. Market Approach does not provide an attractive link between the Market Square and the Market Hall. Furthermore, the access points around Church Street and Market Street are focussed on the car, rather than pedestrians and cyclists.</p> <p>It is considered that these town centre gateways are currently representing a substantial challenge to attracting new investment and visitors. A re-design of the public realm will help define and strengthen the links between key areas to create distinctive destination points throughout the town.</p> <p>Investment through the Levelling Up Fund would transform important assets within the town, safeguarding their future as well as enhancing the coherence, appearance and atmosphere of the town, promoting its historic character and destination appeal.</p> <p>A map defining the areas for intervention is included as Appendix 6. Individual plans for each of the proposed interventions are provided, detailing the specific areas that form the basis for each project. A plan identifying how the proposals through this bid link with the interventions proposed through the Telford Town Deal is also included within the same appendices. In addition, photographs of the proposed sites for interventions are also included, which will help to form the baseline for the Monitoring and Evaluation of the proposals.</p>
3.5	<p>Please confirm where the investment is taking place (where the funding is being spent, not the applicant location or where the bid beneficiaries are located).</p> <p>If the bid is at a single location please confirm the postcode and grid reference for the location of the investment.</p> <p>If the bid covers multiple locations please provide a</p>	<p>We need to clearly understand where the funding is being spent.</p> <p>This information will be used to determine the “Characteristics of Place” score and will be used for reporting purposes.</p> <p>If the bid is at a single location please confirm the postcode and grid reference for the location of the investment. If the bid covers multiple locations please provide a GIS file.</p>	<p>The investment is taking place within Wellington Town Centre. The three linked projects provide a complementary, coherent package of interventions that will improve the vitality and viability of Wellington Town Centre.</p> <p>The location of the investment is detailed below and a location plan has also been produced to accompany this submission, attached at Appendix 6.</p> <p>Wellington Market: TF1 1DT / SJ 64965 11590</p> <p>Orbit: TF1 1BY / SJ 65167 11634</p> <p>Highways / Public Realm: TF1 1BW / SJ 65043 11584</p> <p><i>Constituency:</i> The Wrekin</p>

	<p>GIS file. If this is unavailable please list all the postcodes / coordinates that are relevant to the investment.</p> <p>For all bids, please confirm in which constituencies and local authorities the bid is located. Please confirm the % investment in each location.</p>	<p>If this unavailable please list all the postcodes/coordinates that are relevant to the investment.</p> <p>For all bids, please confirm in which constituencies and local authorities the project is located. Please confirm the % investment in each location.</p>	<p><i>Local Authority:</i> Telford & Wrekin</p> <p><i>% Of Investment:</i> 100% of investment proposed in the Wrekin constituency, and specifically within Wellington Town Centre.</p>
3.6	<p>Please confirm the total grant requested from LUF (£).</p>	<p>This should be the total LUF grant value (excluding match funding) requested from round 2 of LUF.</p> <p>This total LUF grant value should align with that presented in the relevant Costings and Planning Workbook – Table B – Funding Profile</p>	<p>The total LUF grant request in this Round 2 application is: £9,807,453</p>
3.7	<p>Please specify the proportion of funding requested for each of the Fund’s three investment themes:</p> <p>a) Regeneration and town centre (%) b) Cultural (%) c) Transport (%)</p>	<p>This should be the % of LUF grant to be spent in each investment theme.</p> <p>Please ensure the total adds up to 100%. When identifying the percentage of themes within a bid applicants should define this according to costs associated with activity in support of each theme. For example, if 75% of a bid’s total value contained costs associated with activity in support of a regeneration output or outcome, with 25% costs associated with activity in support of a cultural output or</p>	<p>Market– regeneration and town centre: 78%</p> <p>Orbit – cultural: 13%</p> <p>Public Realm / Highways – Transport: 9%</p>

		outcome, it would be defined as being a 75% regeneration and 25% cultural bid.	
3.8	<p>Please tick one or more sub-categories that are relevant to your investment:</p> <p>Regeneration Commercial Civic Residential Other</p> <p>Cultural Arts & Culture Creative Industries Visitor Economy Sports and athletics facilities Heritage buildings and sites Other</p> <p>Transport Active Travel Buses Strategic Road Rail Aviation Maritime Light Rail EV Infrastructure Local Road Other</p>	<p>Please tick one or more sub-categories that best match your bid.</p> <p>If you have ticked 'other' you will be asked to elaborate</p>	<p>Regeneration ✓ Civic ✓ Other (Town Centre regeneration)✓</p> <p>Cultural ✓ Arts & Culture ✓ Creative Industries Visitor Economy ✓ Economy ✓ Heritage building ✓</p> <p>Transport ✓ Active Travel ✓</p>
3.9	Please provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome. Where a	Applicants should list any other funding applications they have made for this scheme or variants thereof that may impact the requirement for LUF funding if successful.	No other sources of funding are being sought for any of the projects within the LUF bid.

	<p>successful outcome might lead to you no longer requiring the LUF grant please provide details and confirm when might you expect the outcome to be known.</p> <p>(150 words)</p>	<p>If applicable, anticipated timeframes should be provided for receiving the outcomes of these applications.</p> <p>Applicants should also specify the amount of funding being applied for from other funds and, if successful, how this will affect the LUF grant sought.</p>	
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Part 4 – Strategic Fit

4.1 Member of Parliament Endorsement (England, Scotland and Wales ONLY)

Section to provide details about MP supporting bid

Section	Question	Guidance	Responses
4.1.1	Has an MP given formal priority support for this bid?	This section should be completed for bids in England, Scotland, and/or Wales, and should only be used to record MP formal priority support. General MP support, including MSP, MLA and Members of the Senedd support should be recorded in question 4.2.1 below.	Pro-forma completed
4.1.2	Please confirm which MP has provided formal priority support: (name)		Mark Pritchard MP– see completed proforma
4.1.3	Which constituency does this MP represent? Please also complete pro forma 6		The Wrekin

4.2 Stakeholder Engagement and Support

Section	Question	Guidance	Responses
4.2.1	<p>Describe what engagement you have undertaken with local relevant stakeholders, including the community (the public, civic society, private sector and local businesses). How has this informed your bid and what support do you have from them?</p> <p>(500 words)</p>	<p>Applicants will be given the opportunity to upload evidence of stakeholder engagement at the time of submission. This should include, if applicable, MLAs in Northern Ireland, MSPs in Scotland and Members of the Senedd in Wales.</p> <p>Applicants should use this section to articulate the methods and strategies used (including innovative virtual methods in light of COVID-19) to engage with stakeholders, as well as detailing how this interaction has influenced the proposal, and how any potentially controversial aspects of the bid will be resolved.</p> <p>Applicants should detail how stakeholders were identified, and what efforts were made to reach those more isolated members of the community, including rural communities, who might not normally engage.</p> <p>Evidence of stakeholder engagement can be provided in various forms including letters of support or minutes of meetings and attached as an annex.</p>	<p>In July 2020, a borough-wide Resident Survey (Appendix 7) was undertaken seeking views on the future developments, including Wellington. This received 5,473 responses, which are summarised as follows:</p> <ul style="list-style-type: none"> • 20% - respondents to the borough wide survey indicated that Wellington is their main retail service centre • 20% - respondents to the Town Survey for Wellington indicated that they were very dissatisfied with the town as a place to live • 77% - Wellington shoppers highlighting the need for a better range of shopping with more independent and quality shops • 80% - don't think Wellington is living up to its market town brand • 73% - want to see more housing introduced in the town centre • Residents have expressed a strong desire to strengthen: <ul style="list-style-type: none"> ○ Independent shops and local sourcing ○ Food and drink offer ○ Events, public spaces, cultural facilities <p>Market Hall</p> <p>In order to further inform the proposals being promoted through this bid, a survey was carried out in May 2022 by Market Curators, promoted through paid social media advertising, which received a reach of 55,905 people within a 20km radius of Wellington. The survey received 686 responses from a range of demographic groups.</p> <p>The full consultation report is included within the Outline Business Case at Appendix 8. The headline responses were as follows:</p> <ul style="list-style-type: none"> • Desire to see more independent retail shops, in particular clothing, shoes, homeware and bookstores. • Demand for more green spaces across the town centre. • Concerns about addressing anti-social behaviour. • Desire for more spaces to sit, spend time and socialise.

		<p>Applicants should explain how the engagement activities have informed the development and design of the bid. The range of engagement feedback should be clearly explained and evidenced including reference to any current/ongoing consultations, community forums, etc.</p> <p>Where success of the bid is reliant on the cooperation and support of stakeholders or the local community, the application should clearly explain and evidence this.</p> <p>Whilst there is no pre-defined list, potential relevant local stakeholders and partners may include:</p> <ul style="list-style-type: none"> • Elected representatives of Local Government (i.e. Democratic decision-making process of the Local Authority, Cabinet Decisions etc.) • Local businesses • Local Enterprise Partnerships • Public transport providers • Police and emergency services • Community representatives / groups - Government bodies / organisations e.g. Historic England, Arts Council • Environmental representatives • Public health representatives 	<ul style="list-style-type: none"> • Strong support for the market, and desire to see investment, extended opening and wider variety on offer. • Addressing issues around accessibility, toilet provision and access across the town centre and market. • Demand for a wider, more varied food and beverage offer that is not 'pubs that serve food. • Demand for cultural activities, possibly a gallery or museum. <p>Whilst these themes were primarily related to the market, they also picked up wider town centre issues and are considered to be cross-cutting, for example the demand for more green space, addressing issues around accessibility and concerns about addressing anti-social behaviour are issues that are relevant across all three elements of the bid.</p> <p>The Orbit</p> <p>As a community charity, all activities are aligned with the needs of the local community. There has been significant consultation undertaken in relation to how the upper floors of the building could be refurbished to best serve local need, and the outcome of this referenced within the Orbit Business Plan attached at Appendix 9.</p> <p>The key headlines from this consultation were as follows:</p> <ul style="list-style-type: none"> • There are no good quality small spaces in the town centre that could be used as offices, either on short term flexible arrangements or short-term leases. • There is demand for consulting/meeting spaces for health, mental health and outreach community support services, in an accessible location, close to public transport amenities. • There is a lack of small events, gallery and exhibition space for use by the arts and cultural sector. • There is insufficient space to accommodate themed film nights at the cinema, where a dining offer can also be provided as the café in isolation is too small. <p>Letters of Support</p> <p>As part of the application process, letters of support from selected stakeholders are available at Appendix 10. This shows the level of interest and support for the schemes that are being proposed through this application.</p>
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		<ul style="list-style-type: none"> Universities, and further education colleges Audience, visitors, spectators and participants 	
4.2.2	<p>Has your proposal faced any opposition? Please provide a brief summary, including any campaigns or particular groups in support or opposition, and if applicable, how will you work with them to resolve any issues.</p> <p>(250 words)</p>	<p>Applicants should summarise any opposition to the bid, its relevance (i.e. impact), and what has/will be done to resolve this and any other concerns raised during stakeholder engagement activities.</p> <p>Applicants should explain if there is any sensitivity in their stakeholder engagement, for example if part of the bid process has not been made public or if the bid requires compulsory purchase of buildings.</p> <p>Please provide reasoning if certain stakeholders could not be engaged with and how any impacts of this have been mitigated.</p>	<p>No objections have been raised as a result of the consultation process.</p> <p>Overall, the consultation has shown the majority of people are very supportive of the projects and are keen to see continued investment and improvements made to the town.</p> <p>Furthermore, there have not been any campaigns, petitions or vocal opposition to the proposals being considered for the town and, on the contrary, the overwhelming response has been that people would like to see continued investment in the area.</p> <p>Notwithstanding the above, should the funding be awarded then there are likely to be some sensitivities in terms of engaging with existing market traders, as there will inevitably be disruption whilst the improvement works are carried out. However, should the funding be approved then a specific engagement exercise will be undertaken with those impacted. This will sit within a wider stakeholder engagement plan that will be prepared to sit alongside the programme of activity proposed in this bid. The Council holds a substantial and varied property portfolio and is experienced in tenant management and engagement.</p>
4.2.3	<p>Do you have statutory responsibility for the delivery of all aspects of the bid?</p> <p>If no:</p> <ul style="list-style-type: none"> Please confirm those parts of the project for which you do not have statutory responsibility Please confirm who is the relevant 	<p>Applicants that do not have statutory responsibility for the delivery of all aspects of their bid must secure the support/consent of the relevant responsible authority prior to proceeding.</p> <p>All bids with a transport element must supply a pro forma of support from the relevant authority with statutory responsibility for transport unless the applicant has statutory responsibility, in which case the applicant should state N/A.</p>	<p>Wellington Market – Yes</p> <p>Highways and Public Realm – Yes</p> <p>The Orbit – Yes</p> <p>If funding is approved, the acquisition of the Orbit Building and the delivery of the refurbishment works would be undertaken by The Clifton Community Arts Centre (CCAC) Ltd, who are the current occupiers of The Orbit in Wellington.</p> <p>CCAC is a not for profit charitable Community Benefit Society registered with the Financial Conduct Authority (FCA) on 12 October 2013.</p>

	<p>responsible authority</p> <ul style="list-style-type: none"> • Please confirm that you have the support/consent of the relevant responsible authority 	<p>For any bids in England, Scotland, and/or Wales where the applicant does not have statutory responsibility to deliver all of the transport elements of their bid, they are required to demonstrate that they have the support of all the authorities with the relevant statutory responsibility before proceeding with their application. Please complete pro forma 1.</p> <p>Rail-related applications would need the support of Network Rail and applications for infrastructure on the Strategic Road Network would need the support of National Highways, for example.</p> <p>For any bids in Northern Ireland with transport elements, support from the relevant local council and the Northern Ireland Executive (if non-public sector led bid) is an eligibility requirement. Please complete pro forma 4.</p>	<p>The proposal is that a Grant Funding Agreement would be put in place between Telford and Wrekin Council and The Clifton Community Arts Centre (CCAC) Ltd and Heads of Terms in relation to this have been agreed – please see Appendix 11.</p> <p>TWC would remain the accountable body for the disbursement of the Levelling Up Fund but the delivery of this element of the bid would be undertaken by CAC</p> <p>Further information regarding this approach is contained within sections 6.1.9 and 6.1.10 of the application form.</p>
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4.3 The Case for Investment

Section	Question	Guidance	Responses
4.3.1	<p>Please provide evidence of the local challenges / barriers to growth and context that the bid is seeking to respond to.</p> <p>(500 words)</p>	<p>Applicants should provide quantifiable evidence of the local challenges and barriers to growth, and detail how the planned intervention/s will address these.</p> <p>Evidence could include (but is not limited to) data regarding:</p> <ul style="list-style-type: none"> • Employment details, income levels, deprivation, skills and educational attainment • Vacancy rates and footfall • Land and development challenges • Transport challenges including poor connectivity to existing assets, congestion and air quality issues • Crime and anti-social behaviour <p>Transport applications should consider evidence within the local context with clear identification of sources.</p> <p>This may include:</p> <ul style="list-style-type: none"> • Reliability of the network (e.g. cancellation rates, congestion, capacity levels, variability in journey times) • Safety data including accident rates. • Environmental data including air quality and carbon emissions. • Journey satisfaction 	<p>Challenges facing Wellington are identified within the town’s Strategic Regeneration Framework (SRF), Appendix 12, as follows:</p> <ul style="list-style-type: none"> • Around 4.2% of the working-age population are unemployed (based upon the latest 2022 Claimant Count). Analysis of data shows that residents in Wellington suffered worse unemployment during the Covid-19 pandemic, with higher job losses than other parts of the borough. Additionally, Wellington has a less economically active population with only 70% of people economically active compared to 78% across the borough. Source ONS. • Wellington has high levels of deprivation at 10 -20% of the most deprived nationally according to the IMD. The IMD deprivation map also shows that the catchment area around Wellington contains some of the most deprived areas of the Borough. Data establishes that high numbers of residents outside of Wellington, travel to work in the Parish or to alternative employment centres. Spend from these more prosperous areas is not captured in Wellington due to the limited offer. • Approximately 96.8% of businesses in Wellington are indigenous micro-businesses (0-9 employees). In comparison, micro-businesses represent 88.8% of businesses in TWC, with no medium or large sized businesses. Numbers of businesses in Wellington have decreased over the last five years, currently standing at 635 compared with 650 in 2017. Whilst not a significant decrease, the decline reflects the fragility of the business base being dominated by micro-businesses that can be more sensitive to fluctuations in the economy, with greater propensity towards failure in more turbulent times. There has also been a loss of particular shops meaning that there is a reduced range on offer within the Town. • There are other social and health issues in the town linked with levels of deprivation, with 21% of people identifying as having fair to bad health, compared to a borough figure of 18.6%. This results in 20% of people having activities limited a little to a lot. Additionally, crime in the town centre is increasing, particularly anti-social behaviour, petty crime and drug related offences. • Data obtained from the CoStar Property database, identifies that vacant units in Wellington are in the region of 11%, being the average rate since 2019. Whilst vacancy rates have remained relatively static, market activity is in decline, with reducing lease and sale transactions and rapidly falling rental and capital values.

		<ul style="list-style-type: none"> • Time taken to reach specified number of jobs or services • Data on mode of travel • Data on number of services, spending and maps showing existing transport network <p>Heritage/Cultural applications should also consider providing some of the following evidence. These should be contextualised within the local context:</p> <ul style="list-style-type: none"> • Cultural/creative/community/sports vision. • Creative/curated/community sports programme. • Range of programmes (e.g. public libraries programmes going beyond culture, such as business support, health and well-being, literacy). • Practitioners track record. • Level of demand. • For heritage/museum collections, how the assets will be maintained/conserved in line with statutory and best practice. • Improvements to provision of public spaces and community facilities. • Audience/participant/user engagement benefit – reach/diversity/depth of engagement. • Audience/participant/user development – including segmentations. - Current cultural heritage sports offer and provision of community facilities, how they are perceived, how well they already inspire community 	<p>In addition to the challenges identified in the SRF, other issues are identified as follows:</p> <ul style="list-style-type: none"> • The Wellington Conservation Area Appraisal identifies that Wellington is generally well used during the day, but challenges remain with making the night-time economy more inviting. • Market Approach does not provide an attractive link between the Market Square and the Market Hall. The Market entrance feels more like a terminus and is not a welcoming entrance. The area lacks vitality on days when the market is closed. • The town remains dependant on a traditional retail offer that continues to decline. A more diverse and sustainable range of uses need to be brought into the town, that will cater for a wider socio-economic group and age range. • The environment is hard and barren, with no green and attractive spaces or places to dwell. • There is a limited night time economy and few family-friendly amenities beyond the cinema that is operating from The Orbit.
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		<p>cohesion/pride in and attractiveness of place</p> <ul style="list-style-type: none"> Local levels of engagement/demand Added value that this project would bring (particularly for upgrades). 	
4.3.2	<p>Explain why Government investment is needed (what is the market failure). (600 words)</p>	<p>Applicants should explain what market failure(s) are present and why Government intervention is needed.</p> <p>Market failure occurs where a market is unable to function according to the economic ideas of efficient markets. From a Green Book perspective, which looks beyond simply economic efficiency, this means the market is unable to provide satisfactory levels of welfare efficiency.</p> <p>Examples of market failures include, but are not limited to:</p> <ul style="list-style-type: none"> Public goods – goods which are not provided by the private sector because they would be unable to supply them for a profit – for example, road infrastructure or place-making activities. A public good is often under-provided in a free market because its characteristics of non-rivalry and non-excludability mean there is an incentive not to pay. Imperfect information – for some goods or services the availability of information or information processing difficulties may prevent people from making rational decisions. This can be a barrier to economic activity as potential gains from trade could be realised if 	<p>Market Failure</p> <p>An integrated approach addressing several areas of failure and challenges facing Wellington is fundamental to ensure that all the opportunities are capitalised upon to capture long-term sustainable growth.</p> <p>Whilst the package of sites have physical barriers to overcome, there are underlying issues of market failure that prevent the regeneration of Wellington being realised. The proposed interventions have been devised in response to these market failures as follows:</p> <p>Market Proposals</p> <ul style="list-style-type: none"> Imperfect information – the ‘absentee’ overseas private ownership of the market means the operators lack local intelligence about market opportunities or the need/demand that could be capitalised upon. The consequent lack of a developed town centre market, undermines the performance and potential of the market, with missed opportunities to capture demand for space from evolving sectors. Market Power – Arises from too few buyers and sellers, in this instance the monopoly from the single ownership of the Market as the most significant asset in the town means that there are barriers to market entry and exit causing a concentration of market power. For example, the Market being closed and inaccessible on certain days of the week means that a large part of the town is underused. This undermines the ability of Wellington to function properly and many residents from surrounding communities do not use Wellington for these reasons. Positive externalities – the delivery of a high-quality market will play a key role in building demand and capacity within supply chains, attracting private sector investment and supporting wider businesses. The combination of an improved market offering, redevelopment and diversification of a key asset, and a greatly enhanced public setting in a key location is likely to raise values in the area as well as growing footfall and dwell time. These effects will catalyse long term sustainability and wider investment in future as the bedrock for continued regeneration of Wellington beyond the life of public investment programmes. Negative externalities – The town’s heritage is a key asset which should be built upon, but certain key buildings and spaces, such as the Market Hall, require regeneration to support a thriving town centre

		<p>better information allowed people to provide or consume additional goods and services.</p> <ul style="list-style-type: none"> Negative externalities – these occur when an activity imposes costs or produces benefits for economic agents not directly involved in the deal. For example, pollution not covered by regulation may be profitable for a perpetrator but impose real costs on others who are not directly involved in the market. <p>Where applications involve non-public sector partners, for example through the delivery of commercial property development, the applicant should ensure they clearly justify the need for government intervention and the assumptions underpinning this</p>	<p>and communities. The underuse of the space, neglected and outdated fabric and the restrictions on opening times, currently creates a negative image for the whole town.</p> <p>Orbit Proposals</p> <ul style="list-style-type: none"> Public goods – As public goods are non-excludable in supply and non-rival in demand, developers do not tend to benefit from their provision and as such, they are typically underprovided by the market in developments. The delivery of new community floorspace at the Orbit will create a cultural, community and leisure hub for the public. Positive externalities –The redevelopment of the upper floors of this community building will result in wider benefits across the area including footfall, investment, increased local services for communities and higher values. <p>Highways/Public Realm</p> <ul style="list-style-type: none"> Public goods – As public spaces are non-excludable in supply and non-rival in demand, developers do not tend to benefit from their provision and as such, they are typically underprovided by the market in developments. Positive externalities - the creation of high-quality new town centre public realm will result in wider benefits including to adjacent landowners and developers within the immediate vicinity of the site. The town centre gateways to this area have been identified as a challenge to attracting new investment and visitors.
4.3.3	Please set out a clear explanation on what you are proposing to invest in and why the proposed interventions in the bid will address those	<p>All applicants should clearly explain what they are proposing to invest in and evidence how the planned interventions will address the identified challenges and barriers.</p> <p>All applicants should set out the different options considered as part of the process of deciding on the intervention chosen and justify why the proposed solution is the preferred option above others. As part of this, applicants should justify why the</p>	<p>The project proposes to invest in:</p> <ul style="list-style-type: none"> Acquisition and redevelopment of the Wellington Market, modernising and expanding on the offer, creating a new heart in the town for diversified retail, events, evening economy and family activities. Acquisition and refurbishment of the Orbit building, for community, arts, business and cultural uses New and enhanced highway / public realm to improve accessibility, connectivity and place making within the town centre. <p>Alignment of interventions to challenges</p> <p>The proposals have been specifically developed to address the challenges that are facing Wellington and have been subject to rigorous testing of options.</p>

	<p>challenges and barriers with evidence to support that explanation. As part of this, we would expect to understand the rationale for the location.</p> <p>For large transport bids £20M - £50M applicants should submit an Option Assessment Report (OAR). (750 words)</p>	<p>proposed location of the investment is the preferred option above others.</p> <p>Applicants submitting large transport bids £20 million - £50 million are encouraged to submit an Option Assessment Report (OAR) with reference to page 4 of DfT's Transport Analysis Guidance.</p>	<p>Options</p> <p>The range of options considered are summarised below.</p> <ul style="list-style-type: none"> • Market – the attached outline business case (Appendix 2) confirms the options that were explored before the preferred option was agreed. These include: <ul style="list-style-type: none"> • Do-nothing: The market remains under its present ownership and operational model, continuing to decline. • A minimum intervention: The Council purchase and operate the market either in-house or through a contract with a commercial operator, required to deliver a suite of KPIs and maximise occupation and trade. This option has been discounted as the focus will be implementing more cost-effective measures to generate short term increases to turnover, as opposed to maximising diversification of uses, which could not be provided without a more comprehensive scheme being implemented. • A Medium intervention: As above but with improvement works undertaken to include enhanced entrances and public realm, alongside any fabric of the building repairs that may be required. The courtyard space will be improved to introduce limited perimeter food and beverage units, an enhanced seating area and other minor improvement works. This option has been discounted as it is piecemeal and does not comprehensively address issues facing the market. • Maximum intervention: As above but with further investment in to the building, with the perimeter shop units to be marketed for food retail or retail uses. The first-floor level within the market hall will be opened up, creating an exciting co-working office space in, with physical and visual connectivity over the market floor and food court. This is the preferred option and represents the most comprehensive and sustainable solution that is wholly market facing and meets evidenced need. • Orbit – the options considered included ‘do nothing’ and ‘do something’ – which was to redevelop the vacant upper floors, but not acquire the building. The ‘do more’ option, is to acquire the building and redevelop the vacant upper floors. The do more option provides the preferred solution as it will not only preserve the existing success of the building, but enable expansion of use. In addition, much needed new community facilities will be provided. Only through the do more option will the future of the Orbit and sustainability of the investment be safeguarded, arising from the transfer of freehold ownership to the CAC.
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			<ul style="list-style-type: none"> Highways/Public Realm – a number of options were considered for the public realm / highways proposals. This included incorporating Station Road, which links the Railway Station with The Orbit and then onto the wider town centre, as a redevelopment scheme. However, after reviewing this proposal, it was confirmed that there are complex land ownership issues that would make the delivery of this more difficult in the timeframes available. Other town centre spaces were also considered as potential options for intervention but discounted as these were either more distant from the proposed scheme or were being funded by other means. As a result of this, the preferred option focussed on delivering improvements on Market Street, Market Place and Church Street as it was considered that these interventions provided the most benefit to the town, provided synergy with the Market Hall and Orbit proposals and were deliverable within the timeframes available. <p>Location for Investment</p> <p>The projects selected for this bid are those key assets with an uncertain future and capable of maximising economic use and outputs. As shown by the location map at Appendix 6, the Orbit building is prominently located near to the Railway Station fronting onto Market Square. The recent refurbishment works to this building has created a community focus and significantly increased use. The potential to acquire this building will enable delivery of a myriad of new uses in a highly accessible location, directly resulting in the realisation of significant outputs due to pent up demand for flexible, multifunctional space.</p> <p>The Wellington Market is the largest landholding in the town centre and owned by a remote owner. Now much neglected, with all efforts to encourage the owner to engage and invest having failed. Inevitably, without investment, the market will continue to decline. Securing ownership of this strategically important asset, investing in the built fabric and expanding the offer, will enable the market to fulfil the role as a hub for business and leisure activities that is the overriding demand of Wellington’s residents, as evidenced through the consultation process.</p>
4.3.4	Please explain how you will deliver the outputs and confirm how results are likely to flow from the intervention s.	<p>Applicants should use this section to explain simply and clearly how they will deliver the outputs and confirm how results are likely to flow from the interventions.</p> <p>Applicants may wish to refer to the Technical Note Annex B Intervention Framework which provides an illustrative summary of the outputs and outcomes that may fall within the scope of this fund.</p>	<p>The main outputs:</p> <p>Wellington Market: external/internal works/repairs ‘Dilapidated buildings improved’, reconfiguration of 345m2 mainly ‘retail space created or improved’ including new FB market ‘hospitality space created or improved’, a 0.1 Hectare pocket park ‘public realm created or improved’ / ‘green or blue space created or improved’, 115m2 ‘office space created or improved’.</p> <p>The Orbit: external/internal works/repairs ‘Dilapidated buildings improved’, mainly ‘cultural space created or improved’ / ‘community centre space created or improved’, café ‘hospitality space created or improved’, 600 hours of ‘volunteering opportunities supported’.</p>

	<p>This should be demonstrated through a well-evidenced Theory of Change. Further guidance on producing a Theory of Change can be found within HM Treasury's Magenta Book (page 24, section 2.2.1) and DLUHC appraisal guidance.</p> <p>(500 words)</p>	<p>Applicants are strongly encouraged to design their bids so that the outputs delivered align with this list where possible – although it is recognised that some novel projects will require their own custom indicators. Applicants are encouraged to submit a Theory of Change. Developing a Theory of Change typically involves considering the proposed inputs (what investment/actions will take place) and the causal chain that leads from these inputs through to the expected outputs and outcomes. It considers the causal mechanisms by which an intervention is expected to achieve its outcomes, basing this theory on the gathering and synthesis of evidence.</p> <p>There are many mapping tools that can be used to help explore how the intervention is expected to work, often described as the 'programme theory'. These include Theory of Change mapping, logic mapping, log frames, benefits mapping, and system mapping. The most appropriate tool to use will depend on the characteristics of the intervention, the complexity of the system it is applied to, and the type of evaluation that is being planned.</p> <p>Theories of Change can range from simple descriptions to more complex analyses and the level of detail would be proportionate to the size and scope of your bid. More sophisticated exercises produce a more detailed and rigorous</p>	<p>Highways/public realm: resurfaced/reconfigured c2,400m² of 'new or improved pedestrian paths', c3,200m² resurfaced/improved roads and 'roads converted to pedestrian or cycling ways', with integrated greening/planting, all amounting to c0.6 hectares 'public realm created or improved'.</p> <p>Delivery of the Market/Orbit will be facilitated through securing ownership of both assets by TWC and CCAC (Orbit occupier). Heads of terms of sale are agreed.</p> <p>The Council appointed Perfect Circle, (SCAPE framework), for multi-disciplinary Cost Management, Urban Designer, and Development Consultancy, to support development of the project.</p> <p>Works for Wellington Market will be procured by Council's Commercial Team via the Council's established Dynamic Purchasing System (DPS), refurbishment of The Orbit by the Orbit owners within agreed fixed prices by their preferred contractor. The Highway works will be delivered through the Council's term contract arrangements for highways delivery.</p> <p>Wellington Market will be operated by the Council's experienced property management team working with specialist market advisors in realising the proposals set out. The Orbit will continue to be operated by CCAC.</p> <p>The main anticipated results, or outcomes:</p> <ol style="list-style-type: none"> 1) +465,000 visitors p.a. to Wellington Market, +50% 'change in footfall' 2) +225 people regularly engaged in performing arts, 112.5 people in other arts activity (weekly/monthly) 'change in number of visitors to cultural venues', 'change in number of cultural events' 3) +337.5 people, +6 volunteers with improved wellbeing 'change in the health of residents (mental) 4) reduced vacancies in Wellington Market / surrounding retail premises 'change in vacancy rates' 5) raised levels of civic pride 'change in perceptions of place' <p>Modern markets are catalysts for regeneration by acting as footfall drivers. Market Curator survey in May 2022: significant numbers mentioned [improved] appearance of the market, additional entertainment, longer street food opening hours as reasons to visit more. The intervention focuses heavily on these. Resultant enhanced trading conditions, council support should encourage independent traders in: 77% of Wellington shoppers highlight the need for more independent/quality shops (Residents Survey). By responding to these wants the revamped Wellington Market should see higher footfall (outcome1).</p> <p>Additional visitors/footfall will foster additional consumer spending in/around Wellington Market, reducing vacancies (outcome4).</p>
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		assessment of the intervention and its underlying assumptions.	<p>The Orbit will provide a cultural offer currently lacking in the town: consultation around The Orbit by CCAC highlighted a lack of small events, gallery/exhibition space for use by the arts/cultural sector. To the extent there is demand it will be taken up (outcomes2, 3).</p> <p>Highways/public realm improvements will also support footfall (output1) by improving pedestrian flow/access to/from Wellington Market and shopping premises adjoining.</p> <p>Vibrancy, fewer empty shops and improved public realm will improve resident's pride in their town (outcome5)</p> <p>A Theory of Change is included at Appendix 13</p>
4.3.5	<p>For package bids you should clearly explain how the component projects are aligned with each other and represent a coherent set of interventions.</p> <p>(250 words)</p>	<p>Where applicants are submitting a package bid they should explain how all the component projects work together. For example, a transport intervention and associated place-making intervention may together support greater footfall and access to a local high street. Package bids should not include multiple unrelated investments.</p>	<p>Wellington has no night time economy or facilities that serve all sectors of the local demographic. The traditional retail sector continues to decline, with limited opportunity to capture and sustain emerging and growth sectors, due to lack of suitable quality space within the heart of the town and deteriorating assets. There is physical disconnect in parts of the centre, being traffic dominated along key access nodes, despite having bus and train stations within the centre of Wellington.</p> <p>This package bid will comprehensively tackle the above issues through a coherent set of interventions, creating new facilities and amenities in important and highly accessible destinations in Wellington Town Centre and responding to community need and demand evidenced through engagement. Collectively the schemes will increase footfall, dwell time, maximising opportunity for new visitors, businesses and spend within the town. The focus of the bid is on the acquisition of two important property interests with the potential to drive a cultural renaissance, with associated work on highways and public realm physically connecting and enhancing the setting and attraction of these two sites to the wider town.</p> <p>The package approach presents complementary investment which will provide further opportunities for people to visit the town throughout the day and night and create a market for private investors. The proposals will further diversify the offer within Wellington and support the wider businesses in the town.</p> <p>The public realm interventions proposed help to further provide improvements in relation to accessibility to the redeveloped assets in a sustainable manner.</p>
4.3.6	<p>Applicants should also briefly set out how</p>	<p>Please set out how other public and private funding will be leveraged as part of the intervention</p>	<p>Funding directly leveraged as part of the intervention arises from a range of sources.</p> <p>This results in a total of £1,089,718 worth of match funding, which is 10% of total project costs.</p>

	<p>other public and private funding will be leveraged as part of the intervention.</p> <p>(500 words)</p>		<p>The economic case identifies some of the potential funding that will be leveraged as a result of the interventions, as follows:</p> <p><u>Other investment leveraged</u></p> <p>The over-riding objective of this bid is to secure investment that will create conditions for further investment, thereby facilitating the long term and sustainable regeneration of Wellington. Levelling Up Funding along with other smaller public interventions are just the beginning of this journey. Ultimately the package of projects is designed to attract footfall and visitor numbers, increased spend, preservation and expansion of the business base. None of this is achievable without further investment from resident and business communities, whether through short term visits, exhibitions and events, or through occupying space on a longer-term basis. Whilst this indirect investment is not strictly provided for beyond the parameters of defined economic data and analysis, it will be a fundamental component of Wellington’s future fortunes and wellbeing.</p>
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4.4. Alignment with the local and national context

Section	Question	Guidance	Responses
4.4.1	<p>Explain how your bid aligns to and supports relevant local strategies (such as Local Plans, Local Economic Strategies, Local Cultural Strategies or Local Transport Plans) and local objectives for investment, improving infrastructure and levelling up.</p> <p>For Northern Ireland, Scotland and Wales bids: In addition, explain how your bid aligns to the strategic plans and objectives of devolved administrations</p> <p>(500 words)</p>	<p>All bids including those with a regeneration element should explain how the bid aligns to and supports the delivery of relevant local strategies (such as local plans, local economic strategies, local cultural strategies or local transport plans) and local objectives for investment, improving infrastructure, local economic development and levelling up.</p> <p>Bids with any transport element should, in addition, outline the specific local transport context and clearly explain how they support existing transport strategies and commitments in their area and nationally.</p> <p>Similarly, bids with a culture and heritage element should align and support local (cultural, heritage, sports, community hub) strategies. This should include a rationale for the strategies it supports, explaining the current cultural/ heritage/ sports/ community facility offer and engagement, and how the strategies link into the place's broader growth and development strategies.</p> <p>For bids within Scotland, Wales and Northern Ireland, applicants</p>	<p>Marches Local Enterprise Partnership Strategic Economic Plan (SEP), 2019 The proposals deliver against a number of the strategic ambitions set out in the SEP including:</p> <ul style="list-style-type: none"> • A place which is open for business, up for business and pro-growth • Recognised in the 2019 Marches Strategic Economic Plan as one of the Marches 'Opportunity Towns'. The LEP aims to bring the priority actions in this strategy together in a new 'Opportunity Town Programme', supporting the distinctive strengths and needs of the market towns and building on the innovative, forward-looking vision for the Marches. links. <p>Wellington Strategic Regeneration Framework, April 2022 The projects identified within this bid are contained within the Wellington Strategic Regeneration Framework. The LUF provides the delivery vehicle in which to implement the proposals identified within this strategy. Support from the bid is also provided by the Wellington Regeneration Partnership (Appendix 10).</p> <p>Telford & Wrekin Council Plan, 2021 The Plan will create pathways to opportunity, promote inclusive growth, and adopt a leading role in responding to the climate emergency. The proposals within Wellington as part of this project will enhance the built environment through high-quality public realm and new and attractive retail, food and drink and business premises. The stimulation of an improved night-time economy will create opportunities for all residents and for economic growth. Public realm, cycle and pedestrian footways created will support the climate through creating means for sustainable travel.</p> <p>Telford & Wrekin Council Economic Development Strategy, 2016 - Recognises the importance of ensuring that all our communities benefit from growth that is ultimately sustainable. The programme of works within the Wellington aligns directly with key actions in the Strategy, particularly optimising assets of the Borough to make it a first-class place to live, work and invest. In addition, and, as a response to the Covid-19 Pandemic, the Council also specifically focussed its attention on supporting the retail/hospitality and visitor economy, in recognition of its importance to the area.</p> <p>Carbon Neutral Action Plan (2021) Telford & Wrekin Council (TWC) declared a climate emergency in July 2019, with a commitment for the Council's operations and activities to be carbon neutral by 2030, and an aspiration for the wider Borough to be carbon neutral by the same date. Since then, the Council has developed a robust action plan (Action Plan) to reach this target and has already cut its emissions by 58% since 2018/19. The Council has also established a Borough-wide climate change partnership with over 30 local organisations who, together, have created an action plan to reduce emissions across Telford & Wrekin.</p>

		<p>should additionally make clear links to the relevant strategies from the Devolved Administrations.</p>	<p>Telford & Wrekin Local Plan, 2011 – 2031 EC6 Market Towns and District Centres, sets out the Council’s approach to managing these centres (identified in Policy EC4) and maintaining them for predominantly retail uses, supporting change where the retail character of the area is not affected. The delivery of retail and food and drink units, in addition to potential town centre residential provision and upgraded public realm is desirable.</p> <p>EC9 Evening and night-time economy: States that new leisure and night-time uses will be considered positive if they are located within the borough’s hierarchy of centres identified in Policy EC4 (which includes Wellington). Future developments should improve the vitality of the centre, create a safer environment and be accommodated in terms of existing accessibility.</p> <p>Wellington Conservation Area – Draft Appraisal and Management Plan 2022 Outlines that Market Street and the associated Market Hall is a key character area and a significant attraction for the town. The Orbit building is identified as a ‘positive building’ with the spatial analysis.</p> <p>Local Cycling and Walking Infrastructure Plan for Telford 2022 – links Wellington Conservation Area to proposals for speed controls, parking restrictions and wayfinding to encourage walking and cycling and connect Wellington’s key assets.</p>
4.4.2	<p>Explain how the bid aligns to and supports the UK Government policy objectives.</p> <p>For Northern Ireland, Scotland and Wales: In addition, explain how your bid aligns to any specific policy objectives, legal and statutory commitments relevant to the devolved administrations. (500 words</p>	<p>Applicants should explain how the bid aligns with UK Government policy objectives, including the missions set out in the Levelling Up White Paper, and legal and statutory commitments, such as the Clean Growth Strategy, Clean Air Strategy and the target to achieve Net Zero carbon emissions for 2050.</p> <p>Bids should be aligned to and support Net Zero goals: for instance, be based on low or zero carbon best practice; adopt and support innovative clean tech and/or support the growth of green skills and sustainable</p>	<p><u>Levelling Up</u></p> <p>These proposals present a substantial opportunity for tackling inequalities in communities and accord with policy objectives. Telford and Wrekin is ranked as 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.</p> <p>The Levelling Up White Paper sets out key missions as follows:</p> <ul style="list-style-type: none"> • <i>Spread opportunities and improve public services, especially in those places where they are weakest</i> • <i>Restore a sense of community, local pride and belonging, especially in those places where they have been lost</i> <p>The aim for this project is to regenerate and remodel the town centre of Wellington such that it is a thriving town centre that residents, workers, and visitors are attracted to. The Town’s catchment includes some of the most deprived neighbourhoods in the Borough and nationally and the bid will improve service, employment and cultural/leisure opportunities for these communities.</p>

		<p>supply chains. Bids should set out how they will minimise any negative environmental impact and where they are promoting positive environmental choices.</p> <p>Bids should consider how projects can work with the natural environment to achieve project objectives – considering at a minimum the project’s impact on our country’s natural assets and nature, as well as the resilience of any capital and infrastructure project to potential hazards such as flooding.</p> <p>Transport applications in particular should clearly explain their carbon benefits. For bids involving regeneration and town centre investment, relevant strategies may include the UK Industrial Strategy, Local Industrial Strategies, National Infrastructure Strategy, Strategic Economic Plans, Local Plans, place-specific regeneration strategies or housing plans. Applicants may also reference alignment with Covid-19 recovery plans.</p> <p>For bids within Scotland, Wales and Northern Ireland, applicants should additionally make clear links to the relevant strategies from the Devolved Administrations.</p>	<p><u>Net Zero Strategy</u></p> <p>The Net Zero Strategy identifies, amongst other things, the following missions:</p> <ul style="list-style-type: none"> • <i>Our towns and cities have cleaner air for everyone, and support walking and cycling with benefits for health.</i> • <i>Our businesses are delivering the latest low carbon technologies, services and innovations for the UK ...</i> <p>Net zero carbon is supported through the ‘fabric first approach’ in refurbishing and re-purposing underutilised assets. This is further explained within the Sustainability Statement Appendix 5 which identifies that works will be carried out to modern standards, which are much higher than when the buildings were first constructed.</p> <p>The bid will also create improved cycling and walking opportunities within the town, helping to reduce the reliance on the motor vehicles.</p> <p><u>Build Back Better</u></p> <p>Focuses on the three key pillars of infrastructure, skills and innovation. The proposals through this bid will help to deliver improved infrastructure, both in terms of physical infrastructure as well as community infrastructure.</p> <p><u>Industrial Strategy: Building a Britain fit for the future</u></p> <p>Identifies five foundations of productivity. The proposals identified through this bid would help to meet the following key pillars:</p> <ul style="list-style-type: none"> • <i>Infrastructure – a major upgrade to the UK’s infrastructure.</i> • <i>Business Environment – the best place to start and grow a business.</i> • <i>Places – prosperous communities across the UK.</i> <p>The projects contained within this bid will provide new infrastructure within the town and will also offer new and improved business opportunities. These interventions will ensure that Wellington, as a place, will experience improved prosperity in a community that is in need of support, create opportunities for new business start-up and growth and stimulate entrepreneurship through the market diversification.</p> <p><u>High Street Task Force</u></p>
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			Markets are one of the High Street Task Force’s 25 vital and viable’ priorities for high streets, delivering a myriad social, economic, community and cultural benefits. Successful, modern markets are catalysts for regeneration by acting as footfall drivers, increasing dwell time, supporting local employment, providing valuable equality services and promoting community cohesion and civic pride.
4.4.3	Where applicable explain how the bid complements / or aligns to and supports existing and / or planned investments in the same locality. (100 words max per fund)	<p>Applicants should explain how the LUF investment will complement/align to and support other investments from different funding streams.</p> <p>Applicants should consider the alignment of their bid with other planned/committed investments in the same location, detailing how additionality will be granted through LUF investment and duplication avoided.</p> <p>Where, for example, the LUF investment represents a first step in the implementation of a place’s regeneration/town centre strategy the application should demonstrate how the bid fits into the overall vision and would be a catalyst for transformation.</p> <p>Funding streams could include but are not limited to:</p> <ul style="list-style-type: none"> • LUF Round 1 • Towns Fund (including Future High Streets Competition) • City Region Sustainable Transport Settlement Fund • Major Road Network • Large Local Major Schemes 	<p>Telford Town Deal</p> <p>The proposals within this bid will build upon smaller scale projects being progressed through Telford Town Deal, comprising £2.6 million.</p> <p>The Telford Town Deal comprises a modest package of interventions within the Wellington Conservation Area that focus primarily on façade improvements and refurbishment of key heritage buildings as well as public realm improvements to Market Square and the associated side streets. The projects in the Telford Town Deal are intended as a first phase in regenerating the town, with the Levelling Up Fund providing the opportunity to add significant new investment to deliver game changing transformation.</p> <p>This bid, therefore, compliments and significantly extends the projects to be delivered by the Telford Town Deal, providing additionality and further reinforcing the benefits of the projects that are already programme to be delivered.</p> <p>Wellington Railway Station – DfT Access for All</p> <p>The DfT announced in 2019 that Wellington station was one of 73 stations selected to receive Access for All funding which will deliver an accessible step free route by the end of March 2024.</p> <p>The preferred option is to install a new additional footbridge with lifts which will link to the existing bus station. DfT are now moving into the detailed design phase and aim to complete the scheme by February 2024.</p> <p>This further work will improve the accessibility within the town and will complement the improved accessibility being proposed through this Levelling Up Fund Bid.</p> <p>Telford & Wrekin Council’s Pride in Our High Streets (PioHS)</p> <p>The PioHS initiative underpins Wellington’s Regeneration Strategy. Its programme of grant funding to new high street business start up’s is bringing independent and specialist shops, cafes, bars and restaurants into the heart of Wellington, kick starting the growth of a night-time economy. Grants are also supporting aspiring entrepreneurs, bringing new operators into Wellington Market and creating a night-time entertainment offering to complement that of the Orbit.</p>

		<ul style="list-style-type: none"> • City and Growth Deals • Bus transformation funding • Cycling and Walking funding • Forthcoming UKSPF investment plans and any Community Renewal Fund investments • Freeports • High Streets Heritage Action Zones • Heritage Action Zones • Transforming Places Through Heritage • Heritage Horizon Awards • Cultural Development Fund • Museums Estates and Development Fund (MEND) • Libraries Improvement Fund • Discover England Fund • Great Places Scheme • Northern Cultural Regeneration Fund • UK City of Culture bids • Create Growth Programme • Creative People and Places • Arts Council England capital investment programme <p>And any investment available by devolved administrations</p>	<p>Telford's UKSPF Investment Plan</p> <p>The Telford Shared Prosperity Fund Investment Plan, once approved, will further add to the support identified through the PioHS initiative with a programme of business grants that will include support for the culture and visitor economy sectors.</p> <p>Telford & Wrekin Local Cycling & Walking Infrastructure Plan LCWIP (June 2022)</p> <p>The Telford and Wrekin LCWIP outlines a long-term plan (10+ years) to enhance active travel in the borough. The primary objective of the LCWIP is to increase the number of people walking and cycling in the borough, particularly for short utilitarian journeys. Within the LCWIP, Wellington Town Centre is identified as a core walking zone, and Market Street identified as a key intervention, as follows: Enhance Market Street as a pedestrian gateway to the town centre from the west. Improve the public realm by widening and resurfacing footways, providing kerb buildouts to recess on-street parking, and reducing parking to facilitate informal pedestrian crossings and wider footways.</p>
4.4.4	Please explain how the bid aligns to and supports the government's expectation that all local road projects will deliver or improve cycling and walking	<p>If the bid does not contain any transport related elements this question is not applicable.</p> <p>Where bids include local road projects, the intervention should deliver or improve cycling and walking infrastructure and include bus priority measures or</p>	<p>Part of the package of proposals relates to improved Highways / Public Realm within the town centre. The proposals include sustainable improvements, as follows:</p> <ul style="list-style-type: none"> • Market Street: Realignment of footway/carriageway to give a 2m minimum footway width, creating more space for pedestrians. • Church Street: Realignment of footway/carriageway to increase footway width • Delivery of new tactile paving and crossing points, whilst resurfacing existing footways to improve accessibility.

	<p>infrastructure and include bus priority measures (unless it can be shown that there is little or no need to do so). Cycling elements of proposals should follow the government's cycling design guidance which sets out the standards required.</p> <p>(250 words)</p>	<p>give a sufficient explanation as to why this is not necessary.</p> <p>Applicants submitting bids with local road projects should familiarise themselves with DFT's 'Better Deal for Bus Users', 'Bus Back Better' and 'Gear Change' strategies.</p> <p>If applicants are proposing any cycling infrastructure within their bid, it must adhere to the government's cycling design guidance:</p> <ul style="list-style-type: none"> • For England and Northern Ireland • For Scotland • For Wales 	<ul style="list-style-type: none"> • Delivery of a new cycle hub - comprising circa 26 racks. <p>The proposed new cycle hub will be delivered in line with the government's cycling design guidance.</p> <p>The bid will improve infrastructure for non-motorised users, adopting the principles of LTN 1/20:</p> <ul style="list-style-type: none"> - Coherent: ensure the routes connect the residents to their day-to-day locations. Routes will be built for easy navigation with high-quality and coherent surfaces, crossings, signage and lighting. - Direct: offer direct links to key destinations such as employment sites, education sites and town centres. Public transport stops will be connected with active travel routes to create a holistic sustainable travel network and crossings will align with desire lines. - Safe: road space will be reallocated to create continuous, wider footway routes. Lighting will be improved to increase perception of safety. - Comfortable: road space will be reallocated ensuring that existing and new routes have wider, continuous footways with high-quality surfacing which support comfort of use. - Attractive: reallocation of road space will make corridors greener and less car dominated. The public realm will be improved through the creation of attractive routes that people want to use.
4.4.5	<p>Please tick to confirm which of the following Levelling Up White Paper Missions (p.120-21) your project contributes to:</p> <ul style="list-style-type: none"> • Living Standards • Research and Development (R&D) • Transport Infrastructure • Digital Connectivity • Education • Skills • Health • Wellbeing • Pride in Place • Housing • Crime 	<p>Applicants should tick each of the Levelling Up White Paper Missions the project will contribute towards and then provide a short sentence to demonstrate how the bid contributes to the mission. Multiple missions can be selected if applicable</p>	<p>The project will meet a number of the Levelling Up White Paper missions:</p> <p>Transport Infrastructure: <i>by 2030, local public transport connectivity across the country will be significantly closer to the standards of London, with improved services, simpler fares and integrated ticketing</i></p> <p>The proposals include an element of new highway / public realm that will complement the other investments proposed in the town. The improvements will enhance the user experience in the town and will offer benefits in terms of accessing the town by foot or on bike.</p> <p>Health and Wellbeing: <i>By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing</i></p> <p>The project will provide enhanced community facilities within the refurbished Orbit Building including provision for health and wellbeing services and through highway and public realm improvements increase opportunities for cycling, walking and outdoor activity.</p> <p>Pride in Place <i>By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing</i></p> <p>The proposals will directly respond to this key mission by improving the infrastructure of Wellington Town Centre and responding to the commentary received through the resident survey and more targeted</p>

	<ul style="list-style-type: none"> Local Leadership <p>And write a short sentence to demonstrate how your bid contributes to the Mission(s).</p>		<p>engagement around the Market. The proposals will also invest in the acquisition and refurbishment of key community facilities at the heart of the town, ensuring that these spaces can be improved and offer further opportunities and experiences including for cultural and community activity for the local population of Wellington, as well as attracting in visitors to the town.</p> <p><i>Crime By 2030, homicide, serious violence and neighbourhood crime will have fallen, focused on the worst affected areas.</i></p> <p>The proposed interventions will encourage more activity in the town centre at all times of the day and night. In addition, it will diversify the offer, attracting a wide range of people into the town. Furthermore, enhanced public streets and spaces will be provided with consideration given to improved lighting and oversight. All of which will lead to a safer and more secure town centre for all.</p> <p><i>Local Leadership By 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement.</i></p> <p>The acquisition of two key assets within the town will allow control to be passed back to local bodies who are directly responsible for ensuring that their towns and communities thrive. Through acquiring the Market Hall, Telford and Wrekin Council will ensure its longevity and will be able to invest in improving the facility and 'setting the tone' for future investment within the town. The Orbit Building will be owned and operated by an organisation established to deliver on behalf of the local community.</p>
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Part 5 – Economic Case

5.1 Appropriateness of data sources and evidence

Section	Question	Guidance	Responses
5.1.1	<p>Please provide up to date evidence to demonstrate the scale and significance of local problems and issues.</p> <p>(500 words)</p>	<p>Applicants should explain the scale and significance of the local issues that they are seeking to address through the bid using data for the most relevant area; comparisons should be made between the area and the wider region and/or nation to evidence the scale of the problem.</p> <p>Data should be provided from credible and robust sources. The following list is not exhaustive but is indicative of the quality of sources expected:</p> <ul style="list-style-type: none"> • Office for National Statistics • Indices of Multiple Deprivation • Labour Force Survey • Published studies • Past examples of similar interventions • Local area surveys • LA commissioned research reports • White papers on the area of focus/sector of interest • Comparative Devolved Administration data sources • Traffic count data 	<p>The key problems for Wellington are: pockets of severe deprivation (and high inequality), particularly health and employment deprivation; low footfall (and high shop vacancies), low levels of resident pride in their town, below par visitor economy, and high levels of physical inactivity (lack of walking, cycling) of residents.</p> <p><u>Pockets of severe deprivation</u> Telford and Wrekin is ranked as the 86th most deprived local authority out of 317 in England, according to the latest IMD for 2019. Nearly 17% of the Lower Super Output Areas (LSOAs) in the borough are ranked within the 10% most deprived in England. There are pockets of severe deprivation in the six LSOAs covering the Wellington area.</p> <p>The borough is ranked the 64th most deprived for health deprivation and 65th most deprived for employment deprivation.</p> <p>Deprivation is acute for the three LSOAs highlighted within Table 1 at Appendix 14.</p> <p><u>Low footfall and high shop vacancies</u> Prime area shop vacancies in Wellington are currently running at 29% and double the national average (14%)</p> <p>Like many shopping destinations Wellington has been hit especially hard by COVID19. As a middle ground, between smaller local centres and the dominant retail provision of Telford Town Centre and of nearby Shrewsbury, Wellington’s retail offer has inevitably been squeezed. Since the recession the level of decline has accelerated with the loss of a number of multiples and anchor units such as Smiths, Comet and Dunelm. In 2014 the percentage of vacant units in Wellington was 7%, well below the national average of 12%. In January 2019 the percentage of empty units was 11.5%, just above the national average figure of 11%.</p> <p>Wellington’s footfall in May 2022, the latest data, was around 300,000 but remains 15% below pre-pandemic levels, making it the worst performing area in the borough (Telford 1% below, Oakengates 9% below, Newport 3% below, the other three areas including Iron Bridge above).</p> <p><u>Low levels of resident pride</u> According to a Resident Survey (2020):</p> <ul style="list-style-type: none"> - 20% - respondents to the borough wide survey indicating that Wellington is their main retail service centre - 20% - respondents to the Town Survey for Wellington indicated that they were very dissatisfied with the town as a place to live

		<ul style="list-style-type: none"> • DCMS Sectors Economic Estimates • Culture and Heritage Capital Portal • The Active Lives Survey • Taking Part Survey • VisitBritain Surveys <p>The data analysis and the evidence should be interwoven in the economic case providing a concise and easy to understand narrative.</p> <p>Bids with a transport element should provide clear evidence of how the current transport system operates, considering current congestion levels, public transport patronage and existing journey times to key services. This should illustrate the scale of the problem(s) the scheme is intended to address. The evidence should, in most cases, cover the level of service and capacity offered by the current transport network and the current demand for travel in the area. Associated issues should also be supported by evidence (e.g. where congestion/accessibility is stifling economic growth this should be clearly demonstrated).</p>	<ul style="list-style-type: none"> - 77% - Wellington shoppers highlighting the need for a better range of shopping with more independent and quality shops - 80% - don't think Wellington is living up to its market town brand <p>"The approaches to the market off Market Square are now dominated by empty shop units and unattractive public space – this is the conservation area of Wellington and should be the jewel in its crown."</p> <p>"... there is a market in Wellington for good quality restaurants. However, I am set in the heart of the conservation area which is dominated by empty shops and red tape. Many of these units have been empty for a long time and are clearly not in a condition to be let on any basis."</p> <p>A May 2022 public survey by Market Curators found:</p> <ul style="list-style-type: none"> - Only 43% agreed with the statement 'Wellington has a good selection of independent shops' - Only 68% agreed with the statement 'Wellington has a good selection of food and drink outlets' <p>Other notable comments in response to being asked 'What would encourage you to spend more time in Wellington':</p> <p>"Less charity shops and more independent or chain shops." "Improved market – local produce...More evening events, independent shops, more restaurants/bars – not Indian takeaways!"</p> <p><u>Below par visitor economy</u> All tourism by spatial area, 2017-19</p> <p>Telford & Wrekin: All tourism (day and overnight): 3,644,803 *Resident population: 179,854 Visitors per resident: 20.3</p> <p>Shropshire All tourism (day and overnight): 16,383,779 *Resident population: 498,073 Visitors per resident: 32.9</p> <p>England All tourism (day and overnight): 1,580,527,147 *Resident population: 56,286,961 Visitors per resident: 28.1</p>
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5.1.2	<p>Please demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues. Please demonstrate how any data, surveys and evidence is robust, up to date and unbiased.</p> <p>(500 words)</p>	<p>Applicants should provide the sources that the information presented in 5.1.1 were taken from and explain why these are appropriate data sources.</p> <p>Applicants should justify why the evidence used is the most appropriate (i.e. is it reliable and the most up to date) and explain why it is an accurate reflection of the challenges the area faces (i.e. not subject to bias). Data collection reports may be useful for transport schemes.</p>	<p>All data cited is from credible sources including robust HMG data - mainly from the Office for National Statistics – survey data and other open data and proprietary data and Telford and Wrekin Council data.</p> <ul style="list-style-type: none"> • <u>Deprivation levels.</u> English Indices of Deprivation, Department for Levelling-Up, Housing and Communities (DLUHC), 2019. These are National Statistics accredited. Lower super output area (LSOA) data are used to analysis deprivation in the immediate vicinity of the interventions. • <u>Vacant retail premises.</u> Provided via TWC monitoring. • <u>Footfall.</u> Place Informatics, who provide monthly footfall monitoring reports (proprietary data) to numerous district and county councils in England. The data is derived from anonymised GPS tracking (mobile phones). • <u>Visitor numbers</u> Visit Britain surveys, providing local authority and county level data. Figures quoted are three-year averages (2017-19) and incorporate: <ul style="list-style-type: none"> ○ Tourism day trips - GB Day Visitor Survey (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.

			<ul style="list-style-type: none"> ○ Overnight trips - GB Tourism Survey (GBTS), 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. • <u>Resident pride / views (1)</u>. A borough-wide resident survey conducted in July 2020 for the Town Investment Plan (TIP) seeking views on the future developments. This received 5,473 responses. Resident pride / views (2). A survey to inform the proposals being promoted in this bid was carried out in May 2022 by Market Curators, promoted through paid social media advertising, which received a reach of 55,905 people with a 20km radius of Wellington. The survey received 686 responses from a range of demographic groups. • <u>Physical inactivity</u>. Sport England <i>Active Lives Adult Survey</i> [November2020/21], available down to local authority level (LA data download) and also available via their Active Lives Online Tool. The latest survey has over 400,000 respondents including 390 from Telford and Wrekin local authority.
5.1.3	<p>Please demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions.</p> <p>(250 words)</p>	<p>Applicants should explain how the data provided in 5.1.1 is relevant to the area targeted for the intervention. If the data provided is at a lower level of granularity than the specific area explain why the data is appropriate.</p> <p>Bids with a transport element should provide details of the travel market including key origins and destinations and the geographical extent of current transport problem with underlying drivers identified.</p>	<p>Much of the data is at Local Authority level – relevant because the investment is intended to address Telford and Wrekin’s performance as compared to regional/national benchmarks. Other analysis is more localised – given the availability of more granular data and to highlight important variations within the borough.</p> <p><u>Deprivation</u> – the investments are intended to support levelling up and it is relevant that investment of public money in Telford and Wrekin will help the borough in this regard given it is relatively deprived compared to other parts of England. However, more granular evidence is also relevant in highlighting the potential of the projects to help the most deprived communities in the borough.</p> <p>The deprivation data usefully go down to LSOA and are used to explore deprivation of the six LSOAs within 500m of Wellington Market (the biggest investment in this LUF bid).</p> <p><u>Low footfall and high shop vacancies</u> - the immediate area of influence of the investments is Wellington town centre, which is the spatial area for which the vacant retail premises.</p> <p><u>Visitor numbers</u> – data is only available at LA level, but this is 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 the Market Hall – as a focal point and draw for visitors. Currently the borough exports more visitors than it attracts. Drawing visitors from further afield is more likely to generate value in the local economy given higher spend associated with overnight trips.</p>

5.2 Effectiveness of proposal in addressing problems

Section	Question	Guidance	Responses
5.2.1	<p>Please provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems. Quantifiable impacts should be forecasted using a suitable model. Theory of Change evidence should be identified and referenced. (750 words)</p>	<p>Applicants should provide a clear link between the problem, the proposal and the expected impact, describing the assumptions and the models used to justify how the proposal will be effective in resolving/mitigating the issue/s identified. For all proposals, evidence should be referenced which demonstrates how the inputs and activities from the Theory of Change clearly link to the outcomes and impacts the project intends to deliver.</p> <p>Quantifiable impacts should, where appropriate, be forecasted using a suitable economic impact model. At its most simple form, the model should demonstrate a % change of X will lead to a % change of Y, based on Z rationale.</p> <p>Data collection and survey reports may be annexed.</p>	<p>This bid focuses on interventions that bolster aggregate demand in Wellington town’s economy by encouraging more residents within its catchment area - around 60,000 population - to come into town more often and to better meet their service and community needs and attracting more visitors from out of town including those within Telford and Wrekin (around 180,000) currently choosing to go elsewhere for shopping and leisure.</p> <p><u>Market</u></p> <p>The main investment in this bid is the Market Hall which will improve 345m2 of retail space and 0.1 Ha of green space in a pocket park. Taking control of this strategic asset and delivering much-needed investment to improve its retail and wider offer will draw footfall and help increase resident’s pride in their town with the market at its heart, noting from a recent Market Curators public survey in Summer 2022(Appendix 8) that:</p> <ul style="list-style-type: none"> - 83% agreed/strongly agreed that “Wellington Market Hall is a key asset to the town centre” - 93% agreed/strongly agreed that “I would like to see more independent businesses in the town centre” - 74% agreed/strongly agreed that “I would like to attend events and activities in the town centre” <p>Occasional / infrequent users of Market Hall, when asked why they visited as little as they did, commented on lack of variety and quality of goods, the uninviting and lack of atmosphere, lack of goods on sale that they wish to buy, the ‘run down’ appearance, and lack of convenience (opening times).</p> <p>Recent examples of successful market projects include the redevelopment of Crewe Market Hall, funded through the Towns Fund, which transformed a nearly vacant traditional market hall into a destination venue incorporating a strong F&B core, entertainment programme, retailers and a programme of events and pop-up markets. Since opening in 2021, footfall to the area around the market has increased by 16x, supporting a wide range of local businesses and acting as a true community hub. (Cheshire Live - Crewe Market Hall six months on - a place the town ‘can be proud of’).</p> <p>Newport Market (Wales) has recently re-opened following a multimillion-pound restoration project, to create a food court, business and events space, retail and fresh food market. The redevelopment, which claims to be the largest project of its kind in the UK, incorporates office and meeting space, with over 70 individual workspaces, co-working space, conference and wedding space with a capacity of 400 people, all benefitting from the food court and market offer alongside external garden and outdoor gym facilities.</p> <p>Warrington Market underwent an £11 million redevelopment to open in July 2020, incorporating a street food hall, traditional retailers, a large variety of fresh food retailers and service businesses on a mezzanine level. In its first year of opening, the market attracted 625,000 visitors, despite opening during the Covid pandemic. Warrington Market sits</p>

			<p>as part of a wider development of Time Square, which has seen an expanded leisure, entertainment, office and shopping offer concentrated around the market.</p> <p>Market Curator analysis estimates that the Market Hall intervention (preferred option) will increase footfall at the market by 50%, from around 930,000 million per annum currently to around 1.4 million per annum. This will also impact wider footfall in the town centre with the Market Curator analysis identifying a 'correlation coefficient' also of around 0.5 (i.e. around a half of those using the town centre also use the market). This suggests an overall induced increase to the town centre approaching 1 million per annum.</p> <p><u>Orbit</u></p> <p>The Orbit intervention is about enhancing Wellington's cultural offer and supporting community wellbeing. The renovated upper floors, which are currently in a dilapidated state, will offer studio space for residents to participate in the culture and the arts, including a performing arts studio for dance classes a studio / exhibition space and to paint and exhibit art. It will create 100m2 of cultural space. There will be an improved café space where people can relax within significant community space. It is estimated that in addition to around 55 volunteers at the Orbit and the intervention is likely to uplift that figure by at least 10% (5.5) according to the business planning, which also suggests demand for between 225 and 450 participants in dance classes each month. There is also likely to be a spill over effect of some of the additional Orbit users visiting the cinema facility on the ground floor. These outputs will support outcomes around change in the number of visitors to cultural events, and change in the number of cultural events, , as well as (via volunteering and participation in the arts) change in the health of residents (physical and mental).</p> <p>Highways /Public realm</p> <p>Public realm improvements and improved pedestrian access and connectivity between spaces will also encourage footfall.</p> <p>We have attributed footfall uplifts in the town centre between the three interventions in proportion to there investment share of the total.</p> <p>The Theory of Change for this project is outlined in Appendix 13.</p>
5.2.2	Please describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and	With reference to 5.2.1, applicants should discuss why the forecasting assumptions are reasonable, why the methodology and choice of model is appropriate and why the evidence used is	<p>Market Hall</p> <p>The estimated 50% footfall uplift figure as a result of the Market Hall investment is based on survey responses from occasional users and infrequent users. It is made on the basis that occasional users would become more regular users of the market hall if certain interventions were made and infrequent/non-users would visit the market in the same circumstances. In particular, the analysis focused on the number of respondents who mentioned the appearance of the market, addition of entertainment and longer street food opening hours (as per the proposed intervention).</p>

	<p>model outputs. Key factors to be covered include the quality of the analysis, the quality of the evidence and the accuracy and functionality of the models used.</p> <p>(500 words)</p>	<p>accurate. Key factors to be covered include:</p> <ul style="list-style-type: none"> • the quality of the analysis • the quality of the evidence • and the accuracy and functionality of the models used. <p>Applicants should also reference any limitations in the model. Bids with a transport element should provide the methodology employed to forecast the ‘do minimum’ and ‘do something’ options. The method used to forecast demand should clearly be described in the bid. The methodology should be appropriate with a clear rationale provided. The methodology should also demonstrate alignment to Transport Analysis Guidance forecasting processes in a proportionate manner. Relevant local model validation report(s) and model forecasting reports can be attached.</p>	<p>This is plausible based on the benchmarking evidence presented. It is recognised that there is a level of uncertainty at the outset of the project however it is supported by Market Curator’s professional opinion and outcomes from other schemes that have been delivered.</p> <p>Market Curators are consultants providing specialist advice for markets and food halls. Their recent projects include advisory for Darlington Market Hall (phase 1), East Point Pavilion in Lowestoft, Newton Abbot Market Hall, Horsham Markets, Gainsborough Market Place, Northampton Market Square, Abington Street Market in Blackpool and Wool Market in Doncaster.</p> <p>In the economic benefits modelling, wider land value uplifts (of circa 5%) are used to capture footfall impacts. The footfall impacts are attributed to the Wellington Market and Highways / Public realm interventions only as these are likely to be the main footfall drivers / enablers. This wider land value uplift is very cautious in the context of +50% footfall projected at Wellington Market, but reflects the degree of uncertainty around this described.</p> <p>In terms of the Orbit, CCAC have already received numerous expressions of interest to use their performing arts space and studio when they become available. This reflects across all demographics and CCAC envisage regular occupancy extending from morning, afternoon and evening. They have projected +450 people regularly using the performance arts space, but given the uncertainty +225 is used in the economic benefits modelling.</p>
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5.3 Analysis of costs and benefits

Section	Question	Guidance	Responses
5.3.1	Please explain how the economic costs of the bid have been calculated, including the whole life costs. (500 words)	<p>Applicants should explain how they have converted the financial costs into economic costs.</p> <p>Costs should be consistent with the costs in the financial case but adjusted for the economic case. This should include, but is not limited to, providing evidence that the costs have been adjusted for inflation and discounted back to an appropriate base-year. In addition, please explain how cost risks and uncertainty have been considered and adequately quantified. Optimism bias must also be explained and included in the cost estimates in the economic case.</p>	<p>Architectural plans have been prepared to RIBA Stage 2 for all three interventions by biT Group architects, who are a RIBA chartered practice. Building surveys - including condition - have been carried out on both buildings, and comprehensive cost estimates/delivery programmes produced accordingly by Quantity Surveyors Gleeds who are RICS chartered.</p> <p>These estimates and programmes have been rigorously challenged and scrutinised - as well seeking the input from the market - to ensure they are robust and realistic.</p> <p>The <i>financial</i> cost estimates for each intervention include an allowance for risks (contingency and market volatility), as well as inflation uplift to reflect construction price changes between the current time and point of procurement, and are identified on the costing and planning workbook submitted alongside the bid.</p> <p>The overall financial cost estimate is £10,897,170 . This includes allowances of £1,237,842. for contingencies / risk.</p> <p>The financial costs are converted to economic costs by applying:</p> <ul style="list-style-type: none"> - a GDP deflator to convert any nominal costs into real costs (i.e. 2022/23 money) - an appropriate level of optimism bias to capture the proven tendency for appraisers to be optimistically biased about key project parameters (e.g. project duration) - annual discounting at the standard 3.5% HM Treasury social discount rate to account for positive time preference and economic growth per capita <p>The HM Treasury Green Book supplementary guidance on Optimism Bias recommends a set of adjustment ranges for OB which are followed here.¹</p> <p>The buildings concerned are all considered standard buildings, despite their historic nature, because they don't have special design considerations, or particularly complex works and they are not specialist buildings.</p> <p>Optimism bias is applied at 13% across all three interventions, midway between the lower 2% and upper 24% level recommended by the supplementary guidance for standard buildings. Again, all have had comprehensive building surveys and designs are at RIBA stage 2. Optimism bias is applied to the Works costs and Project / design fees elements</p>

¹ [Green Book supplementary guidance: optimism bias - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/61222/green-book-supplementary-guidance-optimism-bias.pdf)

			<p>only, not to property acquisition and associated costs (sale heads of terms already agreed). Reductions in optimism bias are reasonable where costings are more accurate.</p> <p>These assumptions imply a total economic cost of £11,190,333 The economic costs of each intervention are identified on Table 2 in Appendix 14.:</p>
5.2.2	<p>Please describe how the economic benefits have been estimated, including a discussion and evidence to support assumptions.</p> <p>(750 words)</p>	<p>Applicants should describe the quantifiable benefits of the proposal and where possible, be explained in terms of outcomes.</p> <p>These must be categorised according to the different benefits of the proposal. Suitable benefits include, but are not limited to, direct land value uplift, wider land value uplifts, amenity benefits, air quality benefits, reduced journey times, supporting employment, or reduced carbon emissions.</p> <p>Applicants should describe any assumptions used that have not been described in 5.2.1, including unit values used, forecasting assumptions and additionality. References to guidance and/or unit values that have been used should also be provided.</p> <p>For transport bids the benefit calculations should be proportionately aligned</p>	<p>As per the LUF guidance, the economic benefits have been estimated using methods and other information contained in the HM Treasury Green Book, DLUHC Appraisal Guide - which emphasises land value uplift - and other supplementary guidance. The main assumptions and evidence bases are as follows.</p> <p><u>Direct land value uplift</u></p> <p>Calculated by taking current property valuations for Market Hall (£2,250,000) and Orbit (£425,000) and estimates for what they would be worth following the proposed interventions of £3,960,000 and £850,000 respectively. These estimates have been produced by Thomas Lister.</p> <p>Total DLVU = £2.1m</p> <p><u>Wider land value uplift (non-domestic properties)</u></p> <p>The willingness to pay for property – reflecting a range of benefits – for commercial property landowners the additional rent they are able to extract associated with public realm improvements and improved footfall.</p> <p>Estimated by applying a percentage uplift to properties identified within a 400m radius from the Town Square: 7.5% for cinemas, theatres, hotels, pubs and wine bars, restaurants and cafes, hotels, small shops; 5.0% holiday sites, large shops, offices, other leisure, other shops; 2.5% sport centres, showrooms, workshops; 0% all other such as car parking. These rates align with Amion research for DLUHC and HCA into placemaking effects: generally, the 500m radius is applied to an investment of a c£20m scale, 400m is used here to reflect a smaller scale of investment (c£11m).</p> <p>340 hereditaments are identified within the 400m buffer through a GIS mapping process using procured Ordnance Survey data matched and VOA rateable value open data. Rateable values for 2015 are uprated by the GDP deflator to 2022 terms and converted to capital values using market rental yields informed by the Knight Frank Investment Yield Guide This produces a capital value of £102.5 million and an estimated uplift on this of £6.1m.</p> <p>Total WLVU (non-domestic) = £6.1m</p> <p><u>Wider land value uplift (domestic properties)</u></p>

		<p>with Transport Analysis Guidance. Applicants should provide specific appraisal outputs spreadsheets where used, including Active Travel Appraisal Toolkit, Local Highways Maintenance Appraisal Toolkit, Small Scheme Appraisal Toolkit, DfT's Small Scheme Appraisal Toolkit, or Transport User Benefit Appraisal (TUBA) outputs.</p> <p>For culture and heritage bids, the Culture and Heritage Capital Framework can be used to support valuing the benefits provided by culture and heritage assets. It provides a formalised approach to estimate how culture and heritage assets contribute to achieving the outcomes and how these benefits are captured in a stocks and flows framework.</p> <p>Assets, for example an art collection or historic building, are the "stock", while the services that create benefits to society are regarded as "flows". Once monetary values are estimated for these flows, it is possible to estimate the value of the asset as a</p>	<p>The regenerative impact of the three interventions on house prices within the same 500m radius due to increased amenity.</p> <p>960 residential properties within the 400m buffer are identified through a GIS mapping process, using Ordnance Survey open data. The total property value of these properties is estimated at £195m million (£203,000 per home), using ONS house price data to LSOA level and weighted according to the number of affected properties in each ward.</p> <p>In additional, 179 homes are planned to be built in Wellington town centre and are currently in planning or further advanced and so the uplift is applied to these as well.</p> <p>An uplift of 2.5% is used which aligns with Amion research for DLUHC, alternatively it was observed through an exploratory difference-in-difference analysis that The Piece Hall intervention in Halifax to probably led to residential property price appreciation of just over 10%, but property values there were extremely low (greater potential for uplift) unlike in Wellington.</p> <p>Total WLVU (domestic) = £5.8m</p> <p><u>Crime reduction</u></p> <p>Crime reduction - particularly ASB - emanates from reducing vacant premises and increasing vibrancy/public presence, with associated higher levels of natural surveillance.</p> <p>There were 942 crime incidents within the 400m buffer area in the year to end March 2022. An average cost per crime of £2,518 in 2016/17 is applied, as per Home Office estimates of the average cost of crime to individuals, which is uprated to £2,908 in 2022/23 using the GDP deflator. A modest 5% reduction in crime is assumed persisting for 10 years from project delivery.</p> <p>Total crime reduction benefit = £1.4m.</p> <p><u>Wellbeing (participation in the arts)</u></p> <p>The Orbit business plan assumes an additional 225-450 participants in dance / performing arts classes and participants in other art activity (e.g., drawing/painting). The wellbeing value of 'participation' in performing arts (dance) was estimated at £1,671 in 2014 and this is uprated to £1,966 in 2022 using a deflator, applied to 225 people. A figure is of £1,275 (£1,084 in 2014) is used for other arts, applied to 112.5 people. Wellbeing values are based on the 2014 DCMS study (Fujiwara et al) These yield an annual benefit of £585,720, assumed to persist for 10 years from project delivery.</p> <p>Total wellbeing = £5.9m</p> <p><u>Volunteering (market & wellbeing)</u></p>
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		<p>whole by forecasting these values over a period of time.</p> <p>For further guidance on valuing cultural or heritage assets refer to:</p> <ul style="list-style-type: none"> • Arts Council England: Local Museums Benefit Transfer Report • DCMS: Culture and Heritage Capital Portal • Historic England: Culture and Heritage Capital 	<p>Total of 6 additional 'regular' volunteers per annum at the Orbit. This might be more than 6 people, but working fewer hours on average. An average 100 hours per regular volunteer is assumed with an hourly rate of £16.91 (ONS assumption of £14.43 in 2015, uprated to 2022 using GDP deflator), the economic value of volunteering per annum = 6 volunteers x 100 x £16.91 = £10,146.</p> <p>The wellbeing benefits of volunteering have been estimated £16,783 per annum, based on Fujiwara et al, £13,500 in 2011, uprated to 2022 using GDP deflator. The wellbeing value of volunteering per annum = 6 volunteers x £16,783 = £100,698</p> <p>Benefits are assumed to persist for 10 years from project delivery.</p> <p>Total volunteering = £1.0m</p> <p>The figures above are adjusted for additionality by applying various factors and converting them to present values through discounting, to get total economic benefits of £15.5m, as identified in Table 3 at Appendix 14.</p>
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5.4 Value for money

Section	Question	Guidance	Responses
5.4.1	<p>Please provide a summary of the overall Value for Money of the proposal. This should include reporting of Benefit Cost Ratios (BCR).</p> <p>(500 words)</p> <p>If a BCR has been estimated, please provide the BCR of the proposal below.</p> <p>If you only have one BCR, please enter this against the 'initial' BCR.</p> <p>'Initial' BCR (single bid) 'Adjusted' BCR (single bid)</p>	<p>Applicants should provide a summary of the overall Value for Money of the bid. This should be consistent with the relevant Costings and Planning Workbook Table A – VfM</p> <p>If a Benefit Cost Ratio (BCR) has been estimated there should be a clear explanation of how this is estimated i.e. a methodology note. BCRs should be calculated in a way that is consistent with HMT Green Book. For non-transport bids it should be consistent with DLUHC appraisal guidance. For bids with a transport element this should be consistent with DfT Transport Analysis Guidance.</p> <p>If an 'initial' and an 'adjusted' BCR are provided, applicants should explain which categories of benefits are included in each.</p>	<p>The monetised economic benefits for the purpose of the initial and adjusted BCR are set out within Table 4 at Appendix 14.</p> <p>The initial benefits were outlined in Q5.3.2. For the distributional benefit (adjusted benefits), the Household Below Average Income survey's small area estimates (ONS)² are used. The median average UK household income (equivalised) is £31,600 before housing costs and £28,100 after. The corresponding figures for Telford and Wrekin are £24,300 before and £21,600 after.</p> <p>The UK: Telford & Wrekin ratio is 1.3 before housing costs and 1.3 after. The HM Treasury Green Book suggests an elasticity of marginal utility of income of 1.3, implying a distribution weighting to the monetised benefits of 30%.</p> <p>Total distributional benefit = £4.6m (applied to £15.5m)</p> <p>The monetised benefits demonstrate an acceptable BCR of 1.8 and this is close to a good BCR above 2.0. Non-monetised benefits, particularly those relating to any cultural events held at Wellington Market (e.g., food festivals, or a curated arts and entertainment programme), which have not been monetised in the above, are anticipated to bring the BCR above 2.</p>

² [Income estimates for small areas, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

		Applicants are encouraged to attach a more detailed explanatory note explaining how the BCR has been calculated.	
5.4.2	Please describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed, including the expected scale of these impacts. These will be factored into the overall Value for Money assessment of the bid. (500 words)	In response to this question applicants should discuss any non-monetised impacts the proposal will have including an assessment of how significant the non-monetised impacts may be. Applicants should consider that beyond the economic impact that can be quantified, there are other important benefits associated with any intervention that are harder to monetise. These can be included as non-monetised benefits in acknowledgment that there a limited number of studies that have monetised these benefits	Regeneration (large impact). The area has suffered from a lack of private investment. The projects will drive a reverse to this decline, and create the opportunity to deliver transformational economic growth through complementary developments in the area. Raised land values (and rents) will increase the viability of private investment in buildings by owners / landlords, reducing the number that are in a poor state of repair / dilapidated. Pride in place (large impact). The projects - Orbit is a key gateway to the town (adjacent to the railway station) and the Market, a town focus point (where half of town shoppers go), - will improve visitor experience and perceptions, as well as residents' opinion of their town. In particular, improvements to the Wellington Market and The Orbit respond directly to issues raised in resident surveys in terms of improving the vitality of the town and its offer. Wellbeing (large impact). Wellington Market will offer new cultural, arts, music and leisure events. These have not been set out in detail (hence not monetised) but a significant offer could have a large impact. Wellington Market's business plan projects a £80,000 p.a. surplus, some of all of which could be used to support such a programme. Local spending and jobs (medium impact). Raised footfall at Wellington Market and surrounding shops will increase aggregate spending and demand in the town, creating local job demand including, potentially, for those seeking entry-level jobs (e.g. unemployed or economically inactive) living in deprivation hotspots. Expansion of the Market and provision of start-up space within The Orbit will provide opportunity for entrepreneurship and new business start-up and supply chain benefits. Community cohesion & support for mental health (small impact). Expansion of The Orbit and the facilities on offer will increase social cohesion, including through the provision of help and support outreach services including for those with mental health issues The creation of a pocket park / greenery at Wellington Market and within the Highways / public realm

			<p>improvement will also be positive for mental and physical health. Provision of wider services for all ages addressing social isolation e.g. amongst older people and opportunities for activity for young people – addressing NEETS?</p> <p>Covid-19 recovery (medium impact). Covid-19 has badly affected retail in Wellington. The investments will support the recovery of the retail sector in the town through investment into key, catalytic assets in the town centre.</p> <p>Zero Carbon & Sustainability benefits (small impact). Benefits from encouraging modal shifts to cycling and walking through the highways/public realm improvements will reduce car CO2 emissions. (Sustainability Statement attached at Appendix 5).</p> <p>Physical health benefits (small impact). The redevelopment of Market Street / Church Street will encourage cycling or walking (and transport mode switching) with health benefits from increased exercise. Improvements to public realm will support increase time spent outside.</p>
5.4.3	<p>Please provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid. (250 words)</p>	<p>In response to 5.4.3, applicants should provide an assessment of the risks and uncertainties that may impact the overall VfM of the bid.</p> <p>Applicants are expected to provide the results of any sensitivity analysis here. Key assumptions should be varied to demonstrate how the overall VfM result is sensitive to changes in assumptions, for example the impact of lower transport demand after COVID-19.</p>	<p>Sensitivity analysis has been undertaken with reference to scenario testing and ‘switching values’ - under which costs increase / benefits decrease to render a proposal poor VfM (BCR<1). The scenarios are designed to test key benefits and assumptions and robustness of the BCR to changes in these.</p> <p>The sensitivity scenarios are included at Table 5 in Appendix 14.</p> <p>Under the base case, all investments yield an acceptable BCR (between 1 and 2) and are closer to ‘good’ (>2) than ‘poor’ (<1). Only under the scenario where additionality is reduced to 50% does a project – the Wellington Market - BCR fall below 1, though the overall BCR remains above. As already noted, Wellington Market is likely to have the most significant non-monetised benefits making this unlikely in reality. The BCRs are robust / acceptable for all the other changes.</p> <p>In addition, overall costs would have to rise by 82% or overall benefits fall by 42% for the combined proposal to be poor value for money. The Wellington Market intervention is the most susceptible to changes in the assumptions, at greatest risk of being rendered poor VfM when non-monetised impacts are ignored.</p>

5.4.4	<p>We would expect an Appraisal Summary Table, to be completed to enable a full range of impacts to be considered. This should be consistent with the relevant appraisal guidance for the bid.</p> <p>For package bids, please provide an Appraisal Summary Table for each component project.</p> <p>For Regeneration or Cultural bids, the Appraisal Summary table should be consistent with the DLUHC appraisal guidance. For Transport bids it should be consistent the Transport Analysis Guide.</p> <p>Any additional evidence to support your</p>	<p>For Regeneration or Cultural bids, applicants are encouraged to submit an Appraisal Summary Table consistent with the DLUHC appraisal guidance for their project.</p> <p>For transport bids, applicants are encouraged to submit an Appraisal Summary Table consistent with the Transport Analysis Guidance for their bid.</p> <p>For package bids, applicants are encouraged to submit an Appraisal Summary Table for each component project consistent with the relevant appraisal guidance for the theme of the project.</p> <p>Any additional evidence to support your responses to this section should be referenced within your responses (5.1.1 – 5.4.3) and attached as a single annex.</p> <p>Applicants should provide specific appraisal output spreadsheets where relevant, including Active Mode Appraisal Toolkit, Local Highways</p>	<p>A table for each project has been produced and included at Appendix 14, as follows:</p> <ul style="list-style-type: none"> • Table 6: Monetised VfM assessment – Wellington Market • Table 7: Monetised VfM assessment – The Orbit • Table 8: Monetised VfM assessment – Highways / public realm
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	responses to this section should be referenced within your responses (5.1.1 – 5.4.3) and attached as a single annex.	Maintenance Appraisal Toolkit, Small Scheme Appraisal Toolkit or Transport User Benefit Appraisal (TUBA) outputs	
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Part 6 – Deliverability

6.1 Financial

Section	Question	Guidance	Responses
6.1.1	Please confirm the total value of your bid.	<p>Applicants should confirm the total value of the bid, this should include the LUF grant and any match funding.</p> <p>All expenditure should be defrayed by March 2025 (and by 2025-26 on an exceptional basis e.g. for large projects between £20 million and £50 million).</p>	£10,897,170
6.1.2	Please confirm the value of the capital grant you are requesting from LUF.	Applicants should confirm the total value of LUF grant they are seeking. Applicants are reminded that LUF grant will only fund direct capital costs associated with the delivery of the project.	£9,807,453
6.1.3	Please confirm the value of match funding secured. Where match funding is still to be secured please set out details below. If there are any funding gaps please set out your plans for addressing these. (250 words)	<p>Local match funding contributions will be taken into account during assessment. A local contribution of 10% or higher (local authority and/or third party) of the bid costs is encouraged.</p> <p>Match funding can include a mix of public and private sector contributions. Applicants should note that a contribution is expected from private sector stakeholders, such as developers, if they stand to benefit from a specific bid.</p> <p>Applicants are encouraged to submit evidence of match</p>	A 10% local contribution has been provided as part of the match funding for the programme.

		<p>funding e.g. match funding letters. Match funding letters should be signed by an appropriate authority, clearly reference the amount of funding committed to the project (within the scope of the LUF bid) and set out any conditions that may apply to the funding.</p> <p>Applicants should explain what if any funding gaps there are, and what further work needs to be done to secure third party funding contributions.</p> <p>Please clearly set out your approach to raising additional funds.</p>	
6.1.4	<p>If you are intending to make a land contribution (via the use of existing owned land), please provide further details below and confirm who currently owns the land, details of any restrictions and the estimated monetary value.</p> <p>(250 words)</p>	<p>For land contributions, applicants are required to submit a letter from an independent valuer to verify the true market value of the land</p> <p>The current ownership of the land and any restrictions on use, should also be set out here.</p>	<p>Whilst no land contribution is proposed through this bid, acquisitions of existing properties is proposed. As a result, valuation information has been provided in order to confirm the values and the subsequent funding request through this bid.</p> <p>The Market asset is in the ownership of Castlepoint WM Limited, who are an investor that trade property assets across the country. Castlepoint have confirmed they have no interest in investing in the Market, beyond essential repairs in order to try and sustain existing income levels; however, given the deteriorating condition of the building and falling occupancy levels, are now seeking to dispose of their interest and exit Wellington.</p> <p>The Orbit is in the freehold ownership of Sambhav Trading Limited, who are based in London. The owner is a property investment company, primarily involved in trading assets as oppose to holding as long-term investments and investing in buildings over a longer term. The property is occupied by way of a 10-year lease granted to CAAC due to expire in 2030. There is a Call Option in favour of CAAC to acquire the freehold interest at a fixed price of £425,000. The option will expire at 31st October 2022 and it is imperative that the Option is exercised prior to this date in order to preserve the long-term future of the Orbit to Wellington.</p> <p>The valuation information for the Market is outlined in Appendix 15 with the valuation for the Orbit included at Appendix 16.</p>

6.1.5	<p>Please confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below.</p> <p>(250 words)</p>	<p>Applicants should confirm if their budget includes unrecoverable VAT costs and should state what these are.</p>	<p>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 any project strand.</p> <p>In terms of the Orbit building, all matters relating to VAT will be addressed by CAAC and no provision is required to be made within the bid for any costs in this regard.</p> <p>TWC VAT Number: 162332100</p>
6.1.6	<p>Please describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget. Please advise on any assumptions.</p> <p>(750 words)</p>	<p>For each cost item, applicants should provide a clear explanation of the benchmarking/market research undertaken to support the proposed cost, including details of any assumptions.</p>	<p>Capital Costs The development of the bid has been supported by a team of experienced consultants including Quarterbridge who are market specialists, architects Greenspace for the Orbit and cost consultants bIT and Gleeds cost consultancy. In detail: -</p> <p>Market Quarterbridge have inspected the site, undertaken a consultation exercise and market analysis and produced concept designs, which have been developed further by bIT consultancy along with preliminary estimation of costs.</p> <p>Gleeds have further developed the specification and prepared a supporting cost plan for the works required to deliver the preferred option. Gleeds have significant experience of market regeneration including Leicester, Wolverhampton, Sheffield, Bilston and Smithfield markets (Birmingham) all involving significant remodelling and extensive public realm works. This knowledge, shared alongside the designs produced in consultation with Quarterbridge has underpinned cost assumptions, which have been further benchmarked against current market rates and inflation provision made, to reflect the time period up to when a contract is likely to be placed and costs become fixed. The scheme is currently designed to RIBA Stage 2.</p> <p>In addition to the capital costs for refurbishing the Market, Quarterbridge have produced a 10-year business plan to identify all projected income and expenditure over the business plan period. The operational costs associated with the Market are based upon Quarterbridge’s expertise from successfully operating other market elsewhere in the country, along with extensive feasibility undertaken to support the delivery of numerous projects nationwide. Business Plan assumptions have been further tested in context with operational cost information provided by the current owners, along with property market advice from Thomas Lister Chartered Surveyors, in relation to values potentially achievable upon the letting of some of the more traditional retail units. Further information in this respect is provided at 6.3.6.</p> <p>Orbit</p>

			<p>CAAC have been in occupation since 2020, having successfully undertaken the conversion and refurbishment of the ground and small area of the first floor for cinema, café and CAAC offices. Extensive surveys have been undertaken in relation to the entire building and there is detailed knowledge as to the condition of the building. CAAC have appointed a multi-disciplinary professional team to develop the scheme for the upper floors, including Greenspace architects (who were involved in the previous scheme) bIT who have prepared a works specification and McPhillips contractors, who undertook the ground floor works and have reviewed the proposals for the upper floors and provided a cost estimate in this regard.</p> <p>The input of McPhillips, who are a renowned contractor with UK national coverage, has enabled budgets for the refurbishment to be proven. Further sense checking of McPhillips costs has been verified by Gleeds through further benchmarking against market rates.</p> <p>This scheme is also at RIBA Stage 2, although could progress quickly to being in a position to commence on site, given the knowledge of building condition and nature of works required being relatively straight forward to undertake.</p> <p>CAAC have produced a business plan identifying all income and expenditure of the operating just the upper floors and building as a whole. Detailed commentary and evidence has been provided to justify all business plan data. CAAC have assembled information from the professional consultancy team, including Andrew Dixon Chartered Surveyors and through their own market testing with potential occupiers and users of the space within Wellington the target market. The business plan has been reviewed by Thomas Lister and TWC and accepted as being market facing, realistic and robust.</p> <p>Highways and Public Realm</p> <p>TWC Highways and bIT have undertaken the design of the highways works and public realm at Market Approach and along Market Street. The highways scheme is fully designed and costed and ready to proceed subject to the balance of funding being secured from LUF. Costs for delivering these works have been subject to benchmarking by Gleeds.</p> <p>The public realm works are currently designed to RIBA Stage 2. Costs have been prepared by bIT for the public realm and checked by Gleeds to verify in accordance with market rates.</p> <p>Acquisition Costs</p> <p>For the acquisition of the Market, Thomas Lister Chartered Surveyors have advised as to market value of the building, which accords with the price agreed with the owner to acquire the freehold. A letter confirming the value of the property has been prepared by Thomas Lister and is included at Appendix 15.</p> <p>For the acquisition of the Orbit, a report and valuation has been prepared by Andrew Dixon & Company. The report is attached at Appendix 16 and supports the price agreed.</p>
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6.1.7	<p>Please provide information on margins and contingencies that have been allowed for and the rationale behind them.</p> <p>(500 words)</p>	<p>Applicants should provide a clear explanation of the margins and contingencies that have been allowed for and justification for these being realistic.</p>	<p>While budget setting is considered robust, given the stage of scheme development, it has been prudent to include a level of contingency.</p> <p>As detailed in the budget cost plan 20% contingency has been included on the advice from Gleeds for, as follows:</p> <p>Risk 5% - With the level of investigation works undertaken to date this margin has been added to allow for such items as may arise following opening up works including excavations and unchartered services.</p> <ul style="list-style-type: none"> • Design development 5% - an allowance for the ongoing design process recognising the stage of development and the need for finer detailing as the project moves into construction. - • Employer changes 5% - separate from design development this contingency allows for true change / scope creep where in the progress of the works it would be financially beneficial to undertake other works or improvements which would prove costly to undertake retrospectively. • Other risks 5% - a further contingency allowing for any unknown risks. Due to the nature of the project particularly with the Orbit and Market, risk can never fully be discounted even with surveys in place. Items such as the presence of asbestos, or indeed in the highway's soft spots or un-chartered services may arise. This contingency would be monitored through the project life cycle and re-assessed as risks are found or discounted. <p>These contingencies total 20%, are typical inclusions and scale for a scheme at this stage of development and allow for development of the brief as more detailed information is made available through the RIBA design process.</p> <p>Inflation</p> <p>The budgets include provision for inflation up to 2nd quarter 2023 at 7.4% to keep the budget live and reflect the expected procurement programme. This sits against a backdrop of forecast inflation for the year reported as potentially 11%, but reflects a forecast softening of the market and intelligence from BCIS. Although ongoing conflicts in Ukraine and other inflationary pressures remain a concern this contingency is based on sound and reported data and reflects the actual cost to be paid.</p> <p>OHP and preliminaries</p> <p>The construction budgets reported include for Main contractors OHP (overheads and profit) and preliminaries. Allowances include 15% contractor preliminaries to cover site set up and running costs including health and safety, management and plant for the period of the project with the expectation for preliminaries on most construction projects typically 12.5% to 17.5%. Due to the availability of space for cabins and utilisation of existing</p>
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			<p>welfare at site a mid-point has been elected to allow for some of the benefits available. This is a legitimate expenditure and without the detailed scheme is an assessment of the expected level to be returned at time of tender.</p> <p>Contractors OHP reported at 7.5% again is typical for such projects although depending on market take up a competitive tender process may produce slight savings. However, there is little buoyancy in the construction market at present to suggest this and we expect margins to remain at this level.</p>
6.1.8	<p>Please set out below, what the main financial risks are and how they will be mitigated, including how cost overruns will be dealt with and shared between non-UK Government funding partners. (You should cross refer to the Risk Register).</p> <p>(750 words)</p>	<p>Bids should highlight the key financial risks from the Risk Register and detail how cost overruns will be dealt with and shared between non-UK Government funding partners.</p> <p>Any risk mitigations proposed should be relevant, costed and timely. In addition, applicants should detail the contingencies they intend to put in place in the event that mitigations are unsuccessful.</p> <p>Any impacts on communities, cultural groups and local transport groups such as disruption or displacement should also be considered, with impacts costed and mitigations or compensations identified.</p>	<p>The key financial risks (and mitigation) relating to this project are outlined within the risk registers developed for each of the interventions, as attached at Appendix 17.</p> <p>However, the key risks in relation to the financial aspects of the bid are outlined below:</p> <p>Programme Risks</p> <p>Risk: The Bid succeeds but cost may be incorrectly calculated or escalate and the scheme runs over budget. Impact: The project may stall or require redevelopment, reduced outputs/outcomes and risk to match and stakeholder support. Mitigation: Robust cost modelling and projects at RIBA stage 2. Incorporated realistic contingencies and inflation proofing into the bid.</p> <p>Risk: Failure to appoint a contractor to undertake the works Impact: There will be a delay in development and subsequently programme delays and potential cost implications. Mitigation: Project Execution Plan for all elements of the scheme produced. TWC Client team supported by consultants with significant experience of delivering larger regeneration schemes able to access framework contracts for contractor appointments. Also strong presence in Wellington and with local contractors given the projects that are underway and those coming forward under the Towns Fund.</p> <p>Market Risks</p> <p>Risk: The current owner of the Market does not sell to the Council Impact: The project will not go forward as planned. The Market will continue to decline in context with market and economic conditions and lack of investment. Mitigation: Negotiations concluded with owner and terms agreed for the acquisition.</p> <p>Risk: Market traders do not agree with the refurbishment works to be undertaken or disruption during refurbishment and delay the programme or do not wish to be part of the remodelled facility, resulting in impacts to the revenue position. Impact: Potential loss of traders from the markets, subsequently having impact on customer footfall.</p>

			<p>Mitigation: Early engagement with Market traders so that proposed plans can be reviewed with them and feedback taken into account in final design and to minimise disruption during construction/refurbishment. Regular stakeholder meetings to keep them abreast of decision being made and why. Phasing of works to be undertaken to minimise disruption. Maintain an open and honest environment, where any concerns can be flagged, preventing delays.</p> <p>Risk: High abnormal costs cannot be absorbed within the agreed budgets, constraining the design and the ability to deliver against the vision/stakeholder needs. Impact: There are delays in the implementation of the scheme, causing negative publicity with business community and residents, and increasing costs. Mitigation: Continue involving all parties with the recurring DTM's and project team meetings, ensuring all are fully engaged/knowledgeable on the designs/costs/programme/risks as the project evolves. Arrange mid-review sessions for those requiring additional feedback to enable them to sign-off at these key gateways, preventing contracted review/approval processes. Council will have approved the scheme proposals and works to be undertaken for the market prior to the LUF Bid being submitted.</p> <p>Risk: The marketing undertaken and investment made does not stimulate and attract new tenants and customers. Impact: There is no diversification of the market and the uses and therefore outputs are not delivered. The lack of revenue generated long term viability will be threatened/ jeopardised. Mitigation: Mitigation through further detailed analysis of the survey results to inform ongoing engagement with relevant stakeholders to ensure that what is being offered is in line with the end users. Market assessments to understand tenants and customers' requirements completed. Development of clear marketing plan with key messaging</p> <p>The Orbit</p> <p>Risk: Failure to attract occupants to range of space being provided in terms of offices, events, community use and performing arts. Impact: This will lead to insufficient income coming in and space remaining vacant. Mitigation: Market engagement undertaken by Orbit and scheme designed in accordance with demand and need. There is currently a waiting list for space</p> <p>Risk: There is a risk that the hirers/tenants could default. Impact: There will be a loss of income. Mitigation: Robust due diligence and rent deposits.</p> <p>Highways/Public Realm</p>
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			<p>Risk: Extensive construction programme causes disruption and preventing shoppers spending Impact: On site for 12 months, manage programme around businesses. Mitigation: Good communication with businesses undertaken. Works designed to cause minimum disruption and over shortest period possible.</p> <p>Risk: Works take longer than programmed. Impact: Delays to programme could be very problematic to local business' busy periods and cause cost implications Mitigation: Detailed programme to be produced and agreed with contractor and businesses informed.</p> <p>Cost Overruns</p> <p>TWC will be responsible for any cost overruns on the Market and Highways / Public Realm interventions. With regard to The Orbit, any cost overruns will be underwritten by The Clifton Community Arts Centre (CCAC) Ltd and this provision is contained in the Heads of Terms for the funding agreement and confirmed through the Letter of Support provided by CCAC.</p>
6.1.9	<p>If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below. NB: You must ensure any further disbursement of the grant is done so in accordance with subsidy controls and public procurement rules. (750 words)</p>	<p>In your response please provide the following detail:</p> <ul style="list-style-type: none"> • Partner name and address • Role in bid and what their grant will fund • LUF funding partner will receive (£) • Funding method e.g. sub-grant / funding agreement etc. <p>It is the applicant's responsibility to ensure that any further disbursement of the grant is done so in accordance with subsidy controls and public procurement rules.</p> <p>The bid should detail what controls will be implemented to adequately manage the onward disbursement of the grant to any</p>	<p>Wellington Market & Public Realm In regard to the acquisition and refurbishment of Wellington Market and the delivery of enhanced public realm/highways, the LUF grant will be directly defrayed by Telford & Wrekin Council who will:</p> <ul style="list-style-type: none"> • Acquire the Market Building • Appoint contractors to deliver the Market refurbishment • Utilise existing contractor arrangements to deliver the Highways / Public Realm works. <p>The Orbit</p> <p>The Clifton Community Arts Centre (CCAC) Ltd are a community benefit society registered with the Financial Conduct Authority under reference number 32224R. The funding would be used by the CCAC to acquire the building that they currently rent and, subsequently, for the same organisation to be responsible for delivering the capital refurbishment works and operating the new spaces. TWC will provide further support with procurement and management of contractors to assure delivery if required. Whilst CAAC have track record in successfully procuring the refurbishment of the ground floor, the upper floors are more complex to deliver and support will be made available if required.</p> <p>Partner Name and Address: The Clifton Community Arts Centre (CCAC) Ltd</p> <p>Role in Bid and what their grant will fund: CCAC Ltd are the current occupiers of The Orbit Facility in Wellington. CCAC is a not-for-profit charitable Community Benefit Society registered with the Financial Conduct Authority</p>

		<p>partners via a contract or sub grant.</p>	<p>(FCA) on 12 October 2013. Its objective is to provide arts and cultural facilities for the benefit of the community. CCAC defines the community as being generally the area of the Telford and Wrekin Unitary Authority but more particularly the market town of Wellington within the borough and its immediate environs.</p> <p>Funding method: TWC will enter into a funding agreement with the CCAC. Head of Terms have been agreed in relation to this agreement between the Council and The Orbit and these are attached at Appendix 11.</p> <p>The main principles identified within the Heads of Terms are as follows:</p> <ul style="list-style-type: none"> • The Option to Purchase will be exercised by CCAC prior to a longstop date of 31st October 2022. The option agreement will not be exercised without an award of LUF • CAAC will pay a 10% deposit on exercise of the option, with LUF meeting the balance of acquisition costs. • CAAC will be responsible for securing any planning approval, if this is required for the scheme as detailed within this bid. • CAAC and TWC will enter into a legally binding grant funding agreement, to govern any investment from LUF. • CAAC will be responsible for procuring a contractor for the works, managing delivery of the scheme and addressing any delivery issues and cost increases. • The completed scheme will be managed and operated by CAAC in accordance with scheme proposals and strategic objectives. • Monitoring and evaluation will be undertaken by CAAC in accordance with obligations in the grant funding agreement, to mirror any LUF requirements and formally reported to TWC. <p>Until a decision is made on the bid, the timescales and any conditionality attached to any funding award is not known. The following principles may therefore be subject to change, depending on the outcome of the bid.</p> <p>Acquisition of the Building</p> <ul style="list-style-type: none"> • Upon any award of funding to TWC and a grant funding agreement being entered into, grant funding to contribute towards the acquisition of the building will be transferred via TWC’s solicitor to The Clifton Community Arts Centre Limited’s solicitor, to meet the balance of acquisition costs less the 10% deposit previously paid. • The purchase price for the building is agreed <p>Refurbishment of the Upper Floors</p>
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			<ul style="list-style-type: none"> • The funding agreement to be put in place will specify the grant from LUF to contribute towards these costs. Grant funding would be drawn down from TWC against defrayed works expenditure and verified by cost consultants appointed to prepare valuations for the work undertaken on a monthly basis. • The cost consultant is to be appointed with dual duty of care to both CAAC Limited and TWC. • The appointment of the cost consultant is to be jointly agreed by the parties. • Estimated costs for the refurbishment of the building are identified in the cost plan attached at Appendix 18 excluding fees and VAT. <p>The funding from TWC as a grant towards the cost of the works is a fixed maximum. Therefore, The Clifton Community Arts Centre Limited will be responsible for all and any cost overruns in this regard.</p> <p>Total scheme costs are therefore estimated to be £1,435,160</p>
6.1.10	<p>What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?</p> <p>(750 words)</p>	<p>Applicants should clearly set out the legal / governance structure that will be put in place with any project partners who have a financial interest in the bid.</p> <p>If appropriate, applicants should explain what financial assessment and due diligence has or will be undertaken on bid partners.</p>	<p>The refurbishment works for the building have been designed, costed and approved by CAAC working with TWC and bid consultants. All works and costs will be governed by the grant funding agreement.</p> <p>The obligations of TWC and The Clifton Community Arts Centre Limited are set out as follows;</p> <p>TWC</p> <ul style="list-style-type: none"> • To work with The Clifton Community Art Centre Limited in delivering scheme proposals and associated costs for the purposes of the Levelling Up Fund bid. • To seek to submit the Levelling Up Fund bid, subject to the conditionality by the 6th July 2022. • To enter into a grant funding agreement, upon any award of LUF. • To undertake a vet of CAAC in accordance with standard procedures to ascertain suitability to contract with for the purposes of this project. <p>The Clifton Community Arts Centre Limited</p> <ul style="list-style-type: none"> • To collaborate and work with TWC and their consultant, to ensure that all information is provided as required in relation to the proposed scheme, in order to enable the bid to be submitted. • To ensure that match funding is secured as far as possible to enable the proposed scheme to proceed in the event that there is a successful award of Levelling Up Fund. • To enter into a grant funding agreement, upon any award of LUF. <p>Orbit Structure</p>

			<p>CCAC is a Community Benefit Society which means that it has to comply with the Co-operative and Community Benefit Societies Act 2014 (described in this Part as “the Act”).</p> <p>The Act sets narrow parameters to what a Community Benefit Society is by defining it as a Society whose business is conducted or is intended to be conducted for the benefit of the community. That means that a society has to have a business. The fact that it is a not-for-profit business does not negate that fact.</p> <p>All Board Members are members of CCAC. No director draws any remuneration from their directorship or any operational work that they do for CCAC with the exception of Liam McClelland who does 7 hours paid work as a duty manager. To the extent that any Director owns another organisation any transactions between that organisation and CCAC are fully at arm’s length and carried out in the ordinary course of business.</p> <p>Governance</p> <p>Board Meetings are held at the current time on a monthly basis. Long term, however, it is expected that such meetings will change to being held every two months,</p> <p>Some directors have specific strategic areas which merge with operational tasks in relation to financing and marketing while there are separate subcommittees for Human Resources, Governance and the Phase 2 redevelopment. Each area is a separate agenda item at Board meetings where appropriate decisions are made and resolutions passed.</p> <p>The rules provide for delegation in managing the business and the Board retain the responsibility for setting the policy and strategy while the day-to-day operational activities are carried out by a separate team.</p> <p>The management team report to the Board at each Board Meeting provide feedback through evaluation from the implementation of policies and are encouraged to provide input into the formulation of policies.</p> <p>Orbit Trading History</p> <p>To the extent that CCAC commenced trading from the Premises in May 2019 the accounts from registration to 2018 are not meaningful.</p> <p>It should be noted that CCAC charity account adopting Charities SORP. That means that CCAC do not have a trading and profit and loss account but an income and expenditure account which includes all the charity’s income whether it is trading or not which means the trading should not be looked at in isolation.</p> <p>Further information regarding The Orbit is included within the attached business plan at Appendix 9.</p>
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6.2 Commercial

Section	Question	Guidance	Responses
6.2.1	Please summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted. (1500 words)	<p>Applicants should set out their procurement approach to managing the project. The procurement route should also include an explanation as to why it is appropriate for a bid of the scale and nature proposed.</p> <p>Please note - all procurements must be made in accordance with all relevant legal requirements. Applicants must describe their approach to ensuring full compliance in order to discharge their legal duties.</p> <p>The procurement strategy should be proportionate with value of the project and should cover the full procurement cycle. All applicants should clearly set out:</p> <ul style="list-style-type: none"> • Which key contracts will be procured • What pre-market engagement/research activity has been undertaken to date or is planned • Whether or not a health check of the market has been undertaken to identify any potential capability or limitations that may impact on project/procurement timescales and how these will be mitigated. • What procurement approaches have been explored or discounted 	<p>A Project Execution Plan (PEP) has been prepared to accompany the submission of this bid. The PEP is attached at Appendix 19 however, the key elements of the PEP are as follows:</p> <p><u>Overview</u></p> <p>TWC have established and mobilised a Wellington project team to support the design, development and future delivery of the proposed projects.</p> <p>Client Team Appointment</p> <p>The Council appointed Perfect Circle, (SCAPE framework for consultancy services), for multi-disciplinary Cost Management, Urban Designer, and Development Consultancy, to support development of the project.</p> <p>Contractor Teams Appointment</p> <p>All new and refurbishment elements of the Wellington Market will be procured by Council's Commercial Team via the Council's established Dynamic Purchasing System (DPS) and delivered in phases.</p> <p>Refurbishment of The Orbit will be procured by the Orbit owners within agreed fixed prices provided by their preferred contractor.</p> <p>The Highway works within the Market and Church Street will be delivered by through the Council's term contract arrangements for highways delivery.</p> <p>Project Team</p> <p>The proposed Project Team and reporting/communication structure is set out in the Project Team & Communication Structure within the PEP.</p> <p>This team and structure will remain in place until post project completion. This document will be reviewed and updated regularly to reflect the latest structure and communication/approval routes.</p> <p>Pre-market Engagement/Research</p> <p>Extensive market analysis and engagement has been undertaken, which has gathered an evidence base to establish economic and property market conditions, need and demand.</p>

		<ul style="list-style-type: none"> • What route to market is proposed, including an explanation as to why it is appropriate for scale / nature of the contract/s? • Set how you will effectively manage your contracts with key suppliers/contractors to ensure quality and manage/mitigate supply chain risks. <p>The procurement strategy should also demonstrate alignment with Net Zero ambitions, and where appropriate, include details of a sustainable approach such as:</p> <ul style="list-style-type: none"> • use of innovative clean technology • support the growth of green skills • use of sustainable supply chains <p>All applicants should set out how contracts will be procured and managed effectively; in accordance with procurement best practice and all relevant legal requirements including public contract regulations 2015 and 2020 amendments (post EU exit) and other appropriate legislation including the Modern Slavery Act, as applicable.</p> <p>Additionally, local authority applicants should:</p> <ul style="list-style-type: none"> • demonstrate that they have considered government policies and guidance including the 	<p>Following on from this, additional research and consultation has been undertaken specifically for the Market and Orbit, which has informed proposals for each project. Both projects are therefore wholly market facing, with the completed schemes to be marketed and promoted on an open basis for businesses to occupy and visitors to use, subject only to availability at any given time.</p> <p>Contract Delivery and Management</p> <p>All three projects will be delivered in accordance with public sector procurement regulations and established internal processes, supported by an external professional team where required.</p> <p>All contractors and supply chain partners are subject to pre-appointment/contract vetting and performance subject to continual evaluation. All contracts are subject to an engagement process with the supply chain to ensure there are no capacity or resource issues, prior to being invited to participate in a formal tender process.</p> <p>For the Market and public realm, TWC will procure via the Council's established Dynamic Purchasing System (DPS) and delivered in phases to ensure that there is as little disruption to trading as possible.</p> <p>Management monitoring and governance will be undertaken through established teams and processes in place.</p> <p>For the Highways project, TWC as Highways Authority will utilise an established term contract to deliver highways improvements. Early engagement on scheme requirements and programme has taken place with the term contractor.</p> <p>For Orbit, CAAC have demonstrable experience in delivering a major refurbishment of the ground floor of the building for a new cinema and café, both on time and within budget. As a Charity, CAAC are required to demonstrate value for money across all areas of their activity. For the delivery of the upper floors, CAAC will be required to adhere Public Sector regulations and TWC's established procurement policy in order to receive LUF if awarded, which will be governed by a legally binding grant funding agreement.</p> <p>Post Delivery Marketing</p> <p>The marketing of the completed projects will be undertaken through the following conduits:</p> <ul style="list-style-type: none"> • The websites of TWC, Orbit, Marches LEP, Town Council and other project partners. • Press releases in the local press. • Twitter, Facebook, LinkedIn, Instagram and other social media platforms including Love Wellington and Enterprise Telford.
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		<p>Sourcing and Consultancy Playbooks and Construction Playbook.</p> <ul style="list-style-type: none"> • demonstrate innovative procurement, including for example how they have factored social value into their procurements. • set out in their procurement strategy and risk register how government guidance on Resolution Planning¹ has been considered. <p>For package bids, please note that we need to understand the procurement activities for each component project.</p> <p>More detailed information on procurement activities, timescales, and the resources required should be included in the project delivery plan</p>	<ul style="list-style-type: none"> • Commercial agents as and when appointed for the letting of completed space. • Users of the completed space associated with any events, exhibitions taking place from time to time. • Promotion to surrounding towns and villages which Wellington services and to developers of any schemes within these areas, such as Harworth Group at Ironbridge. <p>All marketing will be subject to ongoing review to ensure maximum exposure to the target market and effective promotion of the town and new facilities.</p> <p>Net Zero Carbon</p> <p>Zero carbon opportunities will be considered as part of the detailed design of all projects in line with the Council’s goal to achieve net zero carbon emissions from Council operations by 2030. Measures that are already in place to support delivery include:</p> <ul style="list-style-type: none"> • Fabric first approach to refurbishment of existing buildings and re-use of materials as for the Market and Orbit buildings. • Enhancement of building structures to be more energy efficient, including high specification of insulation, double glazing and use of natural solar gain and ventilation. • Greening of hard landscaped area, new planting including trees. • Provision of new pedestrian footways and cycle routes and cycle storage facilities. This is to encourage more sustainable and less polluting means of travel. • Use of local supply chains for all material, supplies and labour to reduce travel times. • Enhanced connectivity to the bus and train stations to encourage use of public transport as opposed to journeys by car. <p>All of the above will be subject to monitoring and evaluation pre, during and post-contract. Further detail is contained within the PEP (Appendix 19) and the Sustainability Statement (Appendix 5)</p> <p>Sourcing and Construction Playbooks</p> <p>The Council’s project team is well-positioned to use Telford & Wrekin Council’s project to implement the Construction Playbook and put its 14 key policies into practice. Wellington Market procurement will be through an open tender procedure using the Council’s established Dynamic Purchasing System (DPS). This procurement exercise will ensure contractors have:</p> <ul style="list-style-type: none"> • Constructionline ‘Gold’ status • CHAS and SSIP accreditation • Appropriate levels of insurance for the proposed works
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			<p>In the early project stages, benchmarking against cost/m² on similar schemes will be used to align the bespoke project design (in terms of efficiency and affordability) with the Construction Playbook. An appropriately qualified manager with a clear operational understanding of the contract will oversee the awarded contract. This approach will drive Value for Money (VfM) and deliver successful outcomes.</p> <p>Social Value The Councils' Social Value Policy sets out the key principles and actions whereby the Council seeks to embed practical and effective commissioning for social value in every aspect of procurement starting at the pre commissioning stage</p> <p>For this bid, adoption of the social value policy will help contribute to:</p> <ul style="list-style-type: none"> • creating employment opportunities for young people, long term unemployed, former carers, care leavers or NEETS • creating skills and targeted training opportunities such as apprenticeships or work experience • creating supply chain opportunities for SME and social enterprises • creating opportunities to develop sustainable third sector organisations • encouraging community engagement • Suppliers engaging with communities and schools by offering curriculum support in sharing their expertise and knowledge about their discipline • Working with suppliers to ensure that there are practical and relevant tools in place to assist with measuring and reporting social value that do not have a negative impact on business. <p>Risk Mitigation</p> <p>A risk register has been prepared by Gleeds Senior Risk Professional in collaboration with the Council's client team and the CAAC (in relation to the Orbit) in order to identify all project risks and agree mitigations in this regard. Therefore, the risk register has been prepared on a comprehensive, collaborative basis and subject to review and sense checking by third party, independent experts prior to finalisation.</p>
6.2.2	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	The applicant should clarify who will lead the procurement/s and demonstrate that the core project team have the relevant skills and expertise for managing procurements and contracts.	<p>The oversight of the procurement and contractor management differs between the three projects, as follows:</p> <p>Wellington Market Contractor procurement for the Wellington Market will be undertaken by TWC's professional Building Innovation Telford (BiT) team. The project Manager, Ian Lowe, will lead procurement and contractor management supported by a consultant team.</p>

	<p>contracts of this nature? If the procurement is being led by a third party and not the lead applicant, please provide details below.</p> <p>(500 words)</p>		<p>This team has an established track record of procuring and delivering capital regeneration projects (up to a value of £16m to give scale of experience) which substantially de-risks delivery. 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.</p> <p>Highways Works</p> <p>The work associated with the highways and public realm elements of the bid will be overseen by TWC's Highways Team. The project manager, Nathan Lyttle, will lead the contractor management. Nathan brings ten years' experience in the delivery of carriageway and footway maintenance projects and is currently responsible for the delivery of £7m worth of highways improvement works per annum.</p> <p>The Orbit</p> <p>The works to The Orbit building will be overseen by the CCAC. The building owners opened the current facilities in May 2019 and have successfully delivered Phase 1, which now operates as a cinema and café.</p> <p>CAAC have appointed architects involved in the earlier scheme to design the upper floors and ensure logical connectivity with the ground floor and maximisation of useable space. In terms of cost control, contractor procurement and management of works on site, CAAC will continue to utilise the services of BiT, through to completion of the scheme.</p> <p>Case Studies</p> <p>A number of case studies that help to evidence TWC's experience in delivering capital schemes is included within the Project Execution Plan attached at Appendix 19. This information highlights the recent track record of the Council in delivering large scale and complex schemes.</p>
6.2.3	<p>Are you intending to outsource or sub-contract any other work on this bid to third parties? For example, where you have identified a capability or capacity gaps.</p> <p>(750 words)</p>	<p>Applicants should set out plans for engaging with key suppliers/contractors so it is clear how suppliers/contractors have been selected and how contracts will be effectively managed to ensure the desired outcomes are delivered. This should include the use of key performance indicators (KPI's) and other measures that will be used to drive quality.</p>	<p>The previous sections 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 the exception of the Orbit (see below).</p> <p>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 KPI's proposed to be incorporated are:-</p>

		<p>Applicants should also clearly set out in their response how they will manage any capability or capacity gaps</p>	<ul style="list-style-type: none"> • 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 <p>These will be monitored and managed by the respective Project Managers</p> <p>There are considered to be no capability or capacity gaps within the procured consultancy team, term contractor and TWC's in-house client team. TWC will utilise its own DPS (through to add specialist resources as necessary. The</p> <p>Orbit As referred CAAC will be responsible for delivering the refurbishment of the Orbit building. TWC and bIT have been working alongside CAAC in designing, costing and delivering the project and bid to date. CAAC's processes in this regard accord with TWC and public sector regulation and will also fall under the umbrella of governance arrangements detailed above. CAAC have skills, resource and capacity to effectively deliver the scheme as a professional team have been appointed to manage the delivery of the scheme from commencement to completion and output delivery.</p> <p>Project Wide Communications & Engagement Strategy In addition to the engagement already undertaken for this project, a Stakeholder Engagement Plan is being developed which describes key stakeholders, communication and engagement activity and timetable for delivery. This will include:</p> <p>Project Development & Delivery Team Communication Structure An organogram depicting roles and responsibilities for delivering the projects is included within the PEP at Appendix 19.</p> <p>The project requires regular communication between all stakeholders, ensuring all are working collaboratively to realise the programme objectives and outcomes. A series of recurring meetings will be established, many of which will continue to run until post completion, to ensure positive team relationships, continue. The frequency of meetings is set out within the PEP.</p> <p>Attendees of all meetings are in receipt of electronic information packs prior to each meeting, and discussions are documented with either formal meeting minutes, or follow up emails summarising the agreed actions and notes.</p>
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			<p>The intention from the outset has been for the team established to follow a relatively flat hierarchical and communication structure. The positive nature of relationships forged, and the professionalism of all involved, has meant maintaining control over project development during this pre-construction period, is managed well, and the flatter structure lends itself to quicker and more efficient speed of communications and productivity. The meeting structure set out above supports this approach, with a more formal process for continually keeping all up to date with progress, and all aware of key actions, risks etc. to be addressed, with no silo workstreams and all integrated in their approach. This approach will continue for the purposes of overseeing the delivery of projects through LUF.</p>
6.2.4	<p>How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes. What measures will you put in place to mitigate supplier/contractor risks and what controls will you implement to ensure they deliver on quality.</p> <p>(1000 words)</p>	<p>Applicants should set out what measures will be put in place to manage contractor / supplier risks. This should include due diligence, the checking of the financial and economic standing of suppliers, and effective contract / payment structures.</p>	<p>The Project Execution Plan (PEP) for Wellington is attached at Appendix 19</p> <p>Wellington Market</p> <p>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.</p> <p>biT has been appointed by TWC to procure the design and manage the remodelling works to Market and will monitor and review the timing and quality of works provided by the procured contractor.</p> <p>This will include monitoring and reviewing the timing and quality of works provided by the Orbit. Gleeds has been appointed to provide Quantity Surveying services.</p> <p>For the Highways project, TWC as Highways Authority will utilise an established term contract to deliver highways improvements. Early engagement on scheme requirements and programme has taken place with the term contractor.</p> <p>These teams 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.</p> <p>Case studies of completed schemes are included within the Project Execution Plan attached at Appendix 19.</p>

			<p>Before commencing procurement of the Main Contractor for the Market, BiT will establish key performance and financial criteria which tenderers will have to meet as a 'gateway' to being considered further.</p> <p>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 with regard to commencement and ongoing financial and performance on project delivery risks</p> <p>Where appropriate, TWC will require an insurance-backed Performance Bond should there be concerns in the market place generally, or concerns regarding a specific contractor's financial standing and ability to complete the contracted works.</p> <p>Current volatility in the market place 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.</p> <p>In terms of Orbit, CAAC are working with TWC and BiT and the management of this project aligns with the above process. CAAC have previously and successfully delivered the refurbishment of the ground floor as a cinema and café, demonstrating track record in this regard. CAAC are aware of and will abide by public sector procurement and contracting regulations. These regulations are in accordance with the rules that CAAC as a charitable organisation are also required to abide by.</p> <p>In addition, CAAC have an established network within the supply chain and will utilise this network, which is subject to ongoing review, monitoring and evaluation.</p>
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6.3 Management

Section	Question	Guidance	Responses
6.3.1	Please set out how you plan to deliver the bid (this should be a summary of	<p>Applicants should set out clearly how they plan to deliver the bid. The response should consider the following:</p> <ul style="list-style-type: none"> Key milestones: The project plan needs to clearly 	<p>The Project Execution Plan (PEP) for Wellington is attached at Appendix 19.</p> <p>Key Milestones</p> <p>The PEP identifies the key milestones associated with the delivery of the projects, as follows:</p>

	<p>your Delivery Plan). (1000 words)</p>	<p>identify the key capital build and construction phases and include the 'stage gates' that might be used to verify build and infrastructural works completed by any contractor/s. Timescales should be realistic and meet scheme requirements.</p> <ul style="list-style-type: none"> • Key dependencies and interfaces, resource requirements, task durations and contingencies. • A description of roles and responsibilities of those involved in the project. Plans should identify the roles, responsibilities and resource for each activity – including a delineation of key responsibilities such as project management, finance etc. • An understanding of the skills, capability, or capacity needed - some bids may require specialist skills. If specialist skills are required, they should be set out here • Arrangements for managing any delivery partners and the plan for benefits realisation. • Engagement of developers/occupiers (where needed). 	<p>Key pre-construction milestones to be delivered from September 22 to August 23:</p> <ul style="list-style-type: none"> - LUF Funding Announcement - Appoint Project/Design Team - Conclude acquisition of Wellington Market and the Orbit - Conclude surveys/assessments - RIBA Stage 3-4 Design Development and sign-off - Secure planning approval - Tender period - Appoint contractor - Novate design team to contract <p>Construction milestones to be delivered from September 24 to March 26</p> <ul style="list-style-type: none"> - Mobilisation - New build works and refurbishment works within the market delivered in phases (16 months) - Orbit works (6 months) - Highways works (9 months) - Conclude/sign off RIBA stage 5 - Operational <p>All milestone associated activities will be monitored, managed, and vetted via the governance structure set out in the PEP. Concluding/Sign-off each RIBA Stage and sign-off for awarding a building contract will be the role of the Officer Board. Close dialogue with the Project Team will be imperative to ensure there is no delay to works.</p> <p>Role and Responsibilities The PEP provides the named individuals involved and their roles, together with governance arrangements.</p> <p>The Delivery Team – skills and experience See Appendix 19, which shows the comprehensive project delivery teams, augmented with specialist and experienced individuals from the TWC team, term contractor and partner at the Orbit.</p> <p>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 each project.</p> <p>TWC will lead LUF related public relations, communications, and engagement activity throughout the process of designing and delivering the two LUF projects.</p> <p>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</p>
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	<ul style="list-style-type: none"> • The strategy and communication approach for managing stakeholders and considering their interests and influences. • Confirmation of any powers or consents needed, and statutory approvals e.g. planning permission and details of information of ownership or agreements of land/ assets needed to deliver the bid with evidence • Please also list any powers / consents etc needed/ obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them. • The approach to monitoring progress of the project including budget management. Stated benefits should be well defined and measurable as part of the monitoring and evaluation process. • Any other information to support the delivery approach. <p>Applicants are encouraged to submit a detailed delivery plan to support their response to this question. The delivery plan should be proportionate and realistic to the bid submitted</p>	<p>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 (Appendix 20) 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</p> <p>Statutory permissions</p> <p>a) Planning consent will be required for the restoration of Wellington Market and Orbit refurbishment 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.</p> <p>b) Building Regulations approvals will be addressed by the respective project teams.</p> <p>c) Issue of pre-works start F10 notices will be managed by the project teams.</p> <p>Monitoring project progress and budget management</p> <p>The Project Execution Plan (Appendix 19) 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.</p> <p>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.</p> <p>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 organisational 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.</p> <p>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.</p>
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		<p>and the timelines presented should be feasible, allowing sufficient time for each phase of the programme.</p> <p>Applicants are also encouraged to submit evidence of statutory consents/land acquisitions</p>	<p>Strategic Change Control Procedures</p> <p>Change control procedures at a programme level will be managed via the Officer Board, unless deviating from the agreed scope, budget, and programme. Changes to these, including the risk of a change to these parameters, will be escalated to the Place Delivery Board. Changes that trigger, or have the potential to trigger, a change to the agreed contractual obligations of the Levelling Up Funding, will be escalated to DLUHC. This hierarchical approach to risk and change escalation, is supported by the Governance & Assurance Framework, as referred to in section 6.3.5 of this application form.</p> <p>Project Level Change Control Procedures</p> <p>Change control procedures at a project team level, and during the pre-construction period, will generally be design related. Design change management will be supported through the recurring DTM's, as well as the information management platform. All design changes will be proposed and discussed fortnightly at each DTM, with information shared via an online sharing platform (discussed in Section 5.4), issued for comments, and directed at specific team members, with comments fed back/reported via the online system. The cost management processes set out in Section 8.2 will ensure cost implications of these design changes are picked up by the QS teams via their attendance at each DTM, and cost plans updated on a regular basis that capture each change.</p>
6.3.2	<p>Please demonstrate that some bid activity can be delivered in 2022-23.</p> <p>(250 words)</p>	<p>Please confirm the plans for LUF project activity in 2022-23.</p>	<p>If funding is awarded, then it is anticipated that £3,208,131 of LUF money would be spent in 2022/23. The reason for the high initial costs is in relation to the two site acquisitions, which would be able to move forward quickly on confirmation of funding.</p> <p>The spend profile for the projects is identified within the submitted workbook.</p>
6.3.3	<p>Risk Management: Applicants are asked to set out a detailed risk assessment.</p> <p>(500 words)</p>	<p>Applicants are encouraged to submit a Risk Register to support their response to this question. This can be in any format but should provide sufficient information regarding clearly defined risks with impacts, owners, dates, mitigations and costs.</p> <p>In responding to this question applicants should set out a</p>	<p>Risk registers have been prepared for each of the proposed project. The risk registers are included at Appendix 17.</p> <p>Programme Risks</p> <p>Some of the programme risks, which are common across all of the projects, are as follows:</p> <ul style="list-style-type: none"> • Planning - TWC, highways and CAAC have consulted with the Planning Authority who have indicated in principle support for proposals. The teams will continue to engage in order to ensure that planning risk is fully understood and mitigated as each component project progresses through the design process.

		<p>detailed risk assessment, covering all types of risks including, for example, environmental risks, health and safety, withdrawal of funding, potential partner disputes, legal risks, reputational, delivery etc. The risk assessment should demonstrate that all potential risks have been carefully considered and cover the whole project lifecycle.</p> <p>In particular risk assessments should cover:</p> <ul style="list-style-type: none"> • the barriers and level of risk to the delivery of your bid • appropriate and effective arrangements for managing and mitigating these risks • a clear understanding on roles / responsibilities for risk management and reporting risk <p>Please detail any key risks that you have identified as part of your risk assessment for this bid and details of mitigation measures. This should align with your risk register.</p> <p>For package bids, please set out the risk assessment and mitigations for each component project.</p>	<ul style="list-style-type: none"> • Covid 19 outbreaks resulting in imposition of lockdowns and restrictions –much has been learned from the pandemic in terms of managing risk and good practice in cleanliness, social distancing, utilising outdoor space and use of web-based activities. Where required such measures will be introduced. • War and global turmoil – The impacts of Brexit and the Ukraine war are already being experienced globally and mitigation measures are in place that will continue to explore use of local supply chains. Businesses are collaborating in order to operate and use supply chains in the most effective ways possible. • Recession – In such circumstances the role of TWC and CAAC will be to provide subsidised and free activities, promoting with other activities such as skills and training and health and wellbeing support. This will continue for as long as required during any period of recession. • Material and Labour shortages – Mitigation is for as long a lead in time as possible during the procurement and pre-contract processes for early placement of orders for materials and employment of sub-contractors. The supply chain utilised will be drawn from TWC’s framework and extensive network across the wider Shropshire and West Midlands region. <p>Key project specific risks are noted as follows:</p> <p>Wellington Market</p> <ul style="list-style-type: none"> • Acquisition Risk – terms have been agreed with the landowner and solicitors would be appointed upon notification of an award of LUF • Market Risk – lack of demand for and take up of space and dwindling visitor numbers have been mitigated through extensive consultation and research. The completed project will be subject to an extensive marketing campaign as referred earlier. <p>The Orbit</p> <ul style="list-style-type: none"> • Acquisition Risk – terms have been agreed with the landowner by way of a formal and legally binding Option Agreement. • Market Risk – CACC are in the process of appointing a dedicated post whose role will include stakeholder and tenant engagement; ongoing marketing working with the TWC communications team and the Town Council who have an established local marketing/social media reach. <p>Highways/Public Realm</p> <ul style="list-style-type: none"> • Disruption to business and access to the Town through an extended programme of works – All works will be let for a fixed term and to contractors experienced in undertaking schemes of this nature. Robust day to day management will be undertaken in order to identify potential issues with early resolution measures put in place to avoid delays.
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<p>6.3.4</p>	<p>Please provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature.</p> <p>Please explain if you are intending to sub-contract any of this work or if a third party is managing the project and not the organisation applying.</p> <p>(750 words)</p>	<p>Applicants should explain the roles and people involved in the core project team, and demonstrate they have the necessary skills, experience, and capabilities to support successful project delivery through all key stages of the project.</p> <p>Applicants should set out the measures they will put in place to address any capacity or capability gaps.</p> <p>Track record of delivering similar projects for example in terms of size, value, or complexity should be demonstrated. Applicants are encouraged to provide case studies.</p> <p>If a third party is managing the project and not the authority applying, the applicant should set out clearly in this section how this arrangement will work.</p>	<p>Details of the core project team are provided in the PEP (Appendix 19). This team and structure will remain right through to post project completion. The project team comprises officers at TWC with wide ranging project management experience in regeneration projects.</p> <p>The organogram in the PEP illustrates:</p> <ul style="list-style-type: none"> - Governance arrangement for each project and wider programme - The council project team and its director-level project sponsors for each project - The Orbits project delivery team - Temporary specialist consultants to support its bid - Teams for project delivery managed by TWC’s biT team for the market refurbishment, TWC’s highways team and term contractor for highways and public realm delivery and CAAC for the refurbishment of the Orbit. <p>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 (through TWC’s biT team) if and when specialist support is required.</p> <p>The project managers identified in the organogram; Kathy Mulholland (overall project lead), Ian Lowe for the Market, Nathan Lyttle for highways and public realm and Ray Hughes for Orbit are all experienced professionals with a wealth of experience in this role delivering complex projects to the satisfaction of the various stakeholders involved. All are accountable to the TWC Project 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 services as and when required.</p> <p>Kathy Mulholland is the overall project manager for the wellington programme. Kathy is an experienced project manager who has delivered multi-million-pound regeneration schemes including local centre and housing scheme redevelopments and is experienced in working collaboratively with public and private sector partners.</p> <p>Ian Lowe (BiT), Project Manager for the Market refurbishment 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</p> <p>Nathan Lyttle, Project Manager Highways and public realm - is responsible for TWC’s Highways Capital Programme, delivering carriageway and footway maintenance activities, as well as the delivery of major highway works packages. Nathan brings in excess of ten years’ experience and is currently responsible for the delivery of £7m worth of highways improvement works per annum.</p>
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			<p>Balfour Beatty, Term Contractor Highways. All infrastructure elements of the bid will be delivered via Telford’s existing Highways contractor, Balfour Beatty and their supply chain. This contract is currently in the 4th year of an initial 7-year term, although has currently been extended to 9 years based on performance against the KPI framework. Balfour Beatty were a partner in the delivery of the £10.3m DfT Highways Challenge Funding for the dualling of Rampart Way, Hall Park Way and replacement of Telford Central station footbridge. The footbridge now known as the Silver Swallow Bridge has won a number of awards including Construction Excellence Civils Project of the Year 2020, The Institute of Civil Engineering (ICE) West Midlands Annual Awards 2019 Overall Winner.</p> <p>Ray Hughes, Director of CCAC (The Orbit) - Ray has huge experience of financial management in the private sector. Ray is responsible for all fund-raising activity and it is through his efforts that the Orbit was able to raise the finance to undertake the transformation of the ground floor of the former bank building into a cinema and café. Ray was responsible for all procurement and contract management relating to the cinema and café works and for bringing in the project on time and in budget.</p> <p>Deb Byle – Place Programme Manager is an experience project manager with more 15 years’ experience managing European funded capital regeneration and commercial projects. Deb is currently responsible for managing the delivery of the Towns Investment Fund programme and works closely with the project team who will be responsible for the delivery of the LUF programme of projects if approved.</p> <p>Project implementation is managed directly by Telford & Wrekin Council (TWC), with the exception of the Orbit where a Grant Funding Agreement will be put in place between Telford and Wrekin Council and The Clifton Community Arts Centre (CCAC) Ltd, a Community Benefit Society that operates Wellington Orbit. Heads of Terms in relation to this have been agreed. TWC will remain the accountable body for the disbursement of LUF funding, however, delivery of refurbishment works will be undertaken by CCAC. CCAC has demonstrable experience in delivering a major refurbishment of the ground floor of the building for a new cinema and café, both on time and within budget. As a Charity, CCAC are required to demonstrate value for money across all areas of their activity. For the delivery of the upper floors, CCAC will be required to adhere Public Sector regulations and TWC’s established procurement policy in order to receive LUF if awarded, which will be governed by a legally binding grant funding agreement.</p> <p>Appendix 19 provides case studies demonstrating TWCs track record of project delivery.</p>
6.3.5	Please set out what governance procedures will be put in	All applicants are required to describe what governance and assurance procedures will be put in place to manage the grant	<p>A Governance and Assurance Framework document for the Levelling Up Fund has been produced by Telford and Wrekin Council and this is attached at Appendix 20. And provides the following details:</p> <ul style="list-style-type: none"> • LUF Governance structure.

<p>place to manage the grant and project. We will require Chief Financial Officer confirmation that adequate assurance systems will be in place. For large transport bids, you should also reference your Integrated Assurance and Approval Plan, which should include details around planned health checks or gateway reviews.</p> <p>(750 words)</p>	<p>and project. This may include (but not limited to):</p> <ul style="list-style-type: none"> • Delegated authority – including Project Board or Committee approvals • Financial controls • Audit • Counter fraud, corruption, and anti-bribery • Procedures to avoid Conflict of Interests • Cyber security, and data management • Code of conduct setting standards for ethical and professional behaviour <p>Applicants should also consider how to communicate and inform governance policy and procedures to partners working on the project, how progress will be reported and reviewed, and the involvement of the board and senior management in decision making.</p> <p>In responding to this question applicants are encouraged to refer to the HM Government Published Code of Conduct for Recipients of Government General Grants</p> <p>For large transport bids, applicants must have an Integrated Assurance and Approval Plan. This should include details around planned</p>	<ul style="list-style-type: none"> • 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 <p>TWC’s Chief Financial Officer’s confirmation (see completed pro-forma 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’.</p> <p>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.</p> <p>The Orbit project will be governed by the same overarching governance, accountability, and decision-making structure as for delivery of Telford’s LUF programme. The experienced Orbit delivery team will have regular meetings with the Wellington Project Manager and with the Council’s lead architect when delivery will be monitored, any risks identified and the Project Manager can establish that best value engineering is being achieved.</p> <p>The Orbit team will produce 8 weekly reports on delivery that will be reviewed by the Project Manager and the Orbit Board and will then be taken to the Council’s Place Board for information. This will include a full budget breakdown and funding position. The scope of reporting will change as the construction phase progresses to incorporate updates on business planning and on output and outcome delivery.</p>
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		<p>health checks or gateway reviews.</p> <p>Other bids may submit an Integrated Assurance and Approval Plan, if they have one. If not, they should set out their assurance and approval process here.</p>	
6.3.6	<p>If applicable, please 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. You should also consider any ongoing maintenance and servicing costs.</p> <p>Please note that these costs are not covered by the LUF grant.</p> <p>(750 words)</p>	<p>Assets/facilities should provide value and be (financially) sustainable.</p> <p>Applicants should set out how they 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.</p> <p>Applicants should also consider any ongoing maintenance and servicing costs.</p> <p>Examples of operational costs: utilities, systems, maintenance and repairs, staff & labour, administrative expenses etc.</p> <p>Please note that these costs are not covered by the LUF grant.</p> <p>For cultural bids that will require an organisation, local authority or other body to operate the resultant asset/ facility, please explain how that organisation will manage the asset/ facility in a long-term sustainable way to</p>	<p>The operational approaches for each of the three interventions are different. This is explained in further detail below.</p> <p>The Market</p> <p>A financial business case has been prepared, which includes detailed income and expenditure breakdowns. Based on realistic and commercial terms, accounting for risk and optimism bias, it is predicted that the market post planned refurbishment will be financially sustainable after the establishment and launch period, and subsequently be profit-generating.</p> <p>The business case income projections are highly conservative, showing very gradual growth over the first three years. Income is based upon evidence of pent-up demand from traders and consumers alike; however, regard has been had to current global uncertainty and squeeze on incomes, which may impact on the market post completion of the works.</p> <p><i>Income Potential</i></p> <p>A key income driver for the market will be street food and bar operators on turnover rent agreements, in which vendors pay a percentage of net takings after VAT (if they demonstrate they are VAT registered).</p> <p>The budget includes an allowance for marketing and events, to ensure resources are in place to deliver a strong programme of recurring events that will drive footfall, allow the market to achieve projected turnover levels and deliver maximum socio-economic benefits.</p> <p><i>Expenditure</i></p> <p>The budget reflects what is considered to be an appropriate and realistic level of expenditure required to attract strong footfall and achieve the turnover rent levels outlined in income projections. This includes assumed levels of spending on marketing, and events programmes in order to animate the internal and external space and drive footfall into the market to deliver the projected turnover levels.</p> <p>Built in staffing provision allows staff to specialise and focus on certain activities to deliver key duties. Successful markets should be staffing intense to ensure a high-quality visitor experience and tenant management.</p>

		<p>deliver value in line with those aims set out in the Case for Investment.</p> <p>Where this applies, applicants will need to set out details of:</p> <ul style="list-style-type: none"> • A high-level description of the cultural and broader value being delivered (sometimes called “a “Cultural Mission Statement” or similar) • A description of how people/audience groups will be encouraged to engage with the new asset over time (sometimes called an Audience Engagement Plan, or similar) with a particular focus on people with typically lower engagement levels. • High-level activity plans • Financial modelling (including Income and Expenditure budgets with explanation of income sources, any need for revenue funding/ fund-raising/development and strategies for achieving these) <p>For significant cultural bids including those with a complex operational model you may wish to upload more information via a short additional attachment if</p>	<p>Estimates have been assumed for NNDR, utilities and software based on historical data and figures from comparator sites. These figures may be adjusted depending on the heating infrastructure (gas/electricity, radiant panels/heat curtain etc), size of the common areas and other factors which will be defined within the developed design.</p> <p>Also included are routine and planned maintenance, along with revenue set aside for unforeseen works. Part of any surplus generated would also be retained for future maintenance costs in the event that these arise.</p> <p>Expenditure increases annually as a function of CPI assumed at 2.5%.</p> <p>A detailed 10-year cash flow has been prepared, which covers the above in more detail and this is included at Appendix 9.</p> <p>Orbit Business Plan</p> <p>A business plan has been produced by the Clifton Community Arts Centre Ltd, attached at Appendix 9. As part of this business plan, a cash flow has been prepared, alongside commentary confirming some of the key issues / assumptions. Some of the key headlines from the proposals are as follows:</p> <ul style="list-style-type: none"> • The purchase of the freehold will save rent for the residual term of the lease. The Society is never being forecasted to go into overdraft • The Society is outperforming the cinema sector as a whole in its performance during the pandemic • Clear evidence pointing to the scope for organic growth to continue through to 2030. • Extra income from the redevelopment forecast to arise between 2023 and 2030. • Increase in overheads as a result will not be more than 25% of the above with fully effective utilisation of the building space reducing inefficient utilisation of current expenditure. • Extra income will sustain a long-term appointment of a volunteer co-ordinator without having to rely on further grant income. • No continuing local authority support required going forward <p>Highways / Public Realm</p> <p>With regard to this element of the proposals, the ongoing maintenance will be covered through TWC, in a similar way to the current arrangements associated with these streets and spaces within the town.</p>
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6.4 Monitoring and Evaluation

Section	Question	Guidance	Responses
6.4.1	<p>Monitoring and Evaluation Plan: Please set out proportionate plans for monitoring and evaluation.</p> <p>(1000 words)</p>	<p>Applicants should refer to Annex E in the Technical Note and explain what their plans are for meeting the monitoring and evaluation (M&E) requirements of the Fund, as well as meeting their own ambitions for learning, and determination of impact, at the local level.</p> <p>This plan should cover:</p> <ul style="list-style-type: none"> • Aims of the bid level monitoring and evaluation, including key evaluation and learning questions to be answered, aligned with bid objectives and Theory of Change • Key components and deliverables of the bid level monitoring and evaluation (e.g., process and impact evaluations; interim and final reports) and how these will be used and disseminated to maximise learning • Outline of the approach to the bid level monitoring and evaluation, including how it will be ensured that data is collected in an accurate and timely manner, and how this data will be used in the evaluation of the bid 	<p>The Wellington LUF project will follow guidance issued by the Department clearly identifying the differing responsibilities for monitoring and evaluation.</p> <p>A robust approach to monitoring and evaluation has been established and full regard will continue to be given to the guidance in Annex E of the Technical Note and supplementary information.</p> <p>The Council’s Programme Management Team will be responsible for collating primary data in relation to inputs, activities, outputs and outcomes which will then be reported via the governance structure set out above, to DLUHC (proposed as annually, but as required). These reports will include performance against a set of mandatory government indicators and specific project level indicators.</p> <p>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:</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <p>Summary M&E approach</p>

		<ul style="list-style-type: none"> • Governance arrangements and resourcing for bid level monitoring and evaluation, including key personnel/organisations and budgets • Summary of key outputs, outcomes and impacts, informed by bid objectives and Theory of Change • M&E activities should be included in Table E in the relevant Costings and Planning Workbook. <p>Evaluation plans should be proportionate to the size and complexity of the project to be delivered.</p> <p>For large projects, applicants should seek to address complex queries (e.g. attribution of impact).</p> <p>M&E plans can include multiple approaches, aligned to the different phases of the project being delivered.</p>	<p>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:</p> <ul style="list-style-type: none"> • 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. <p>In line with the guidance issued by DLUHC, mandatory indicators will be collected and reported on by the Programme Management Team. While data will largely be presented for the project in total, it will be collated from information returned by the individual project managers, this will be especially important in relation to issues such as visitor numbers to the Wellington Market and The Orbit.</p> <p>These indicators relate to inputs, activities and outputs which will be reported on a six-monthly basis; and intermediate qualitative outcomes, and a limited set of quantitative outcomes on an annual basis.</p> <p>Project outputs and outcomes comprise a mix of DLUHC project specific measures (selected from the DLUHC guidance for Levelling Up Fund interventions) and local measures which reflect priorities for the area, as follows:</p>
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Additional Question on the Portal

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.

Proposed Response:

The Wellington bid is centred on the delivery of assets that will benefit the entire community of Wellington, and the wider Borough. As part of the development of the projects proposed through this bid, a project level Equality Impact Assessment (EiA) has been prepared (Appendix 21). The EiA provides assurance that the Public Sector Equality Duty outline in S149 of the Equality Act 2010 is being appropriately discharged. The combination of the proposals presented within the application form represents a significant improvement in access to community facilities not just for Wellington but the whole of Telford and Wrekin. It will offer benefits to the whole communities and particularly those with disabilities, older people and women. The EiA identifies that:

- The market is a valuable resource for all ages but the profile of market users shows older people make greater use of the market, this is confirmed by our engagement responses. The future security of the market and maximizing its benefit to the whole community depends on updating it to appeal to a wider age demographic
- The Orbit caters to all ages too through its community cinema offering and café. Evidence clearly shows the local community desire to use it more frequently so securing its future and increasing capacity and diversity of offer would enhance an already valued establishment.
- The street scene in the area in the market square is tightly packed belying the historic nature of the Wellington. Pedestrian access around the narrow points of the round does not promote the feeling of safety that we expect of modern area where traffic and pedestrians come into close proximity.

The improvements proposed through the bid will allow upgrades to the infrastructure to improve disability access requirements, as well as providing new infrastructure within the Orbit building, in the shape of a lift, to provide access to the upper floors. In addition, the redevelopment of the Market will incorporate a changing place, further enhancing facilities for the community. The highway improvements will update the street furniture paving and road access for people primarily with sensory and mobility disabilities in particular but will also benefit in general.