

MEMORANDUM OF UNDERSTANDING

Between

Department for Levelling Up, Housing and Communities

-and-

North Somerset Council

1. Purpose

1.1. This Memorandum of Understanding ('MOU') sets out the terms, principles and practices that will apply to the working relationship between the Department for Levelling Up, Housing and Communities ('DLUHC') and North Somerset Council ('the Council')(collectively 'the Parties') regarding the administration and delivery of the Levelling Up Fund ('LUF') proposal "If not now, when"? - a Levelling Up bid for the future of Weston-super-Mare, North Somerset. This MOU applies to financial years within your profile below.

2. Background

2.1. On 19 January 2023, HM Government announced the outcome of the LUF competition. The Council were successful with their bid for "If not now, when"? - a Levelling Up bid for the future of Weston-super-Mare, North Somerset.

2.2. This MOU covers the funding commitments from DLUHC and the delivery, financial expenditure, agreed milestones, reporting and evaluation, communication and branding expectations between the Parties.

3. Purpose of Funding

3.1. DLUHC considered the application submitted by the Council for the LUF proposal "If not now, when"? - a Levelling Up bid for the future of Weston-super-Mare, North Somerset and agreed to allocate funding up to £19979570 across FY2022-23, FY2023-24, FY2024-25 and FY2025-26. The indicative allocation for each year is set out in the following table:

TOTAL PACKAGE PROJECTS COMBINED				
Total LUF Grant (PROJECTS 1,2,3)		£19,979,570		87%
Total Match Contribution		£3,040,227		13%
Total Project Costs		£23,019,797		100%
Funding Profile Entered:				
	Year	Grant	Match	Total
1	2022/23	£612,729	£28,632	£641,360
2	2023/24	£8,675,053	£3,011,595	£11,686,648
3	2024/25	£10,691,788	£0	£10,691,788
4	2025/26	£0	£0	£0
5	2026/27	N/A	£0	£0
Totals:		£19,979,570	£3,040,227	£23,019,797
		87%	13%	100%

- 3.2. The funding is provided to form part of the necessary capital investment required for delivery of the LUF proposal “If not now, when”? - a Levelling Up bid for the future of Weston-super-Mare, North Somerset. DLUHC expects the Council to use the funding provided for the purposes outlined in the application approved by DLUHC, Department for Transport (‘DfT’) and HM Treasury (‘HMT’), and that evidence will be provided to demonstrate this. Grant funding will be paid in six monthly tranches and on the basis of agreed delivery targets having been met. Assurance on project progress shall be borne out through the formal monitoring and assurance process set out in Clause 7 of this MOU.
- 3.3. The application approved by DLUHC, DfT and HMT sets out the details of the projects, including budget, spending profile, scope, key assumptions, outputs, timeline, key milestones, and risks. Together these project parameters set out the “ask” and “offer” expected by the Parties, and these are set out in the following table:

Project Budget & Spending Profile	<i>Spending Profile by Source and LUF Profile tabs as set out in the Tables B and C of the Costings Planning Workbook(Annex A)</i>
Project Description	<i>Our bid will transform Weston-super-Mare, delivering high-impact, high visibility projects to address some of the highest levels of deprivation in the UK. We will: - Boost our visitor economy by investing in much-loved but deteriorating heritage assets to create national visitor attractions and creative hubs. - Reinvent and diversify our town centre, supporting our creative economy, independent retailers and food & drink innovators. - Deliver wayfinding and quick win public realm improvements to increase footfall and spend and boost local pride in the quality of our environment. Our residents will benefit from more diverse and higher quality employment; our employers from a town that attracts and retains talent; and our visitors from a year-round offer. Projects will bring further momentum to already changing perceptions, attract further investment, and create a positive cycle of ongoing change and reinvention.</i>
Project(s) Outputs & Outcomes	<i>Project(s) specific outputs and outcomes as set out in Table E of the Costings Planning Workbook (Annex A)</i>
Projected Timeline & Key Milestones	<i>Whole project timeline with milestones as set out in Table D of the Costings Planning Workbook (Annex A)</i>

4. Financial Arrangements

- 4.1. The agreed funds will be issued to the Council as grant payments under Section 50 of the United Kingdom Internal Markets Act 2020 ('UKIM'), for capital expenditure as agreed in the approved application.
- 4.2. The Council agrees to use LUF grant payments issued by DLUHC for capital expenditure only.
- 4.3. Payments to the Council will normally be made six monthly, in January and July. By exception, in FY2022-23 the first payment will be made in March 2023.
- 4.4. Six monthly amounts for each financial year will be agreed by the Parties in principle. Release of these payments will be dependent on submission of a Section 151/95/114/54 Officer signed Statement of Grant Usage and corresponding quarterly monitoring return.
- 4.5. The Council will provide regular project, financial, and risk reporting to DLUHC, in such a format that DLUHC will provide, demonstrating expenditure of the previous funding and that outputs and outcomes are being met, in line with the approved application.
- 4.6. This information will be taken into consideration by DLUHC before subsequent six-monthly payments to the Council are finalised and paid. DLUHC may make appropriate adjustments to payments or withhold payments where there are significant concerns over delivery.
- 4.7. If the Council needs to amend the annual spending profile, requiring a change to the indicative allocations in Clause 3.1, the Council will submit a Project Adjustment Request.
- 4.8. Requests by the Council to amend an annual spending profile will be considered by DLUHC. There are no guarantees that such requests will be accommodated.
- 4.9. In accordance with the declaration signed by the Council's Section 151/95/114/54 Officer as part of the Bid Application, the Council accepts responsibility for meeting any costs over and above DLUHC's contribution set out in Clause 3.1, including potential cost overruns and the underwriting of any funding contributions expected from third parties.
- 4.10. The Council must spend all grant funding by the end of the funding period, 31 March 2025.
- 4.11. The Chief Executive, Section 151/95/114/54 Officer and Chief Internal Auditor (or equivalent) of the Council will sign and return to DLUHC a declaration, to be received no later than six months after the physical completion of the project(s), in the following terms:

"To the best of our knowledge and belief, and having carried out appropriate investigations and checks, in our opinion, in all significant respects, the conditions

attached to “If not now, when”? - a Levelling Up bid for the future of Weston-super-Mare, North Somerset LUF Grant Determination have been complied with.”

5. Duration and Review Point

- 5.1. This MOU applies to financial years within your profile.
- 5.2. This MOU will come into effect upon signature by the Parties and will remain in effect until it is terminated by either Party in accordance with the terms in Clause 12 of this MOU. It may be extended by the written agreement of the Parties.
- 5.3. Each year of the planned funding period will be covered by an MOU, including the extension of this MOU where the Parties agree to the extension.
- 5.4. Notwithstanding Clause 5.1 and 5.3 of this MOU, if an MOU is not in place by the end of financial year 2023-24, this MOU will continue to apply.

6. Active Travel

- 6.1. As “If not now, when”? - a Levelling Up bid for the future of Weston-super-Mare, North Somerset includes transportation elements, the Council agrees that the project(s) will comply, insofar as it relates to active travel infrastructure, in all respects with Local Transport Note 1/20 on Cycle Infrastructure Design (LTN 1/20), including the use of segregation and ensuring the permanence of all applicable travel components.
- 6.2. The Council will ensure that proper and thorough public engagement has taken place on the design of any applicable travel component. DLUHC will not issue further grant funding until satisfactory assurances on public engagement have been provided by the Council.
- 6.3. In the event that applicable travel components are not constructed to LTN 1/20 standards or are altered or removed within 10 years of completion, DLUHC may notify DfT and the Council should, in accordance with the Minister of State for Transport’s letter to highway authorities of 30 July 2021, expect to receive less funding in the future from DfT.

7. Branding and Communication

- 7.1. DLUHC will provide the Council with guidance on the Branding and Communication associated with LUF projects. The Parties agree to adhere to the guidance and any updates subsequently released by DLUHC.

8. Monitoring and Evaluation

- 8.1. DLUHC has provided the Council with the Levelling Up Fund Monitoring and Evaluation Guidance (LUF M&E Guidance).
- 8.2. DLUHC will provide grant funding subject to the Council hereby agreeing to full transparency open book working and a duty of good faith regarding all matters relating to the project, the Council, and this MOU.

- 8.3. The Council agrees to collect data on inputs, outputs and outcomes. DLUHC will lead on programme-level evaluation including data collection for outcomes and impacts. However, as described in the LUF M&E Guidance, DLUHC may require some evaluation assistance from the Council including collecting baseline data where alternative data sources are not available and facilitating meetings with key stakeholders. The Council also agrees to undertake a project level local evaluation as described in the Bid Application.
- 8.4. The Council agrees to collaborate with DLUHC over monitoring and evaluation requirements, which will involve reporting quarterly on project expenditure, project progress, stakeholder engagement, risks, milestones and any project changes. The Council will also collaborate with DLUHC to provide six-monthly reporting on project outputs and potentially some outcomes. DLUHC shall assist the Council where possible, and the Parties will work together to satisfy these requirements. This includes collecting accurate data and using the agreed metrics and methods as set out in the LUF M&E Guidance. DLUHC reserves the right to quality assure data and conduct site verifications.
- 8.5. The Council will endeavour to promptly share information at appropriate times as and when requested by DLUHC, including:
- Current funding that has been spent
 - Planned expenditures
 - Updates on key project milestones and risks
 - Procurement and governance
 - Case studies for publicising investment
- 8.6. DLUHC may publish relevant data and use it to inform public statements.

9. Assurance

- 9.1. DLUHC will provide the council with the Assurance and Performance Management Framework setting out the LUF assurance processes.
- 9.2. The Council will collaborate with DLUHC over assurance requirements, which will include the Section 151/95/114/54 Officer using the templates provided to give periodic written assurance to DLUHC and DfT where appropriate. This includes written confirmation that the project continues to represent value for money / best value and provisions of accurate data and information within the assurance cycle as set out in the CLGU Assurance and Performance Management Framework. The Council will also collaborate with DLUHC if required to support further assurance through risk based Deep Dive activity. Deep Dives will include engagement with SRO, Section 151/95/114/54 Officer and Project Leads, alongside the provision of specified procurement, financial and decision-making evidence on request for review. DLUHC shall assist the Council where possible, and the Parties will work together to satisfy these requirements. Sample based Deep Dives will be retained as an option through the programme.

9.3. The Council will provide upon request evidence of a constituted LUF delivery board or that a pre-existing delivery board has formally adopted LUF governance within its Terms of Reference. Integration into the full governance arrangements of the Council should be evident.

9.4. The Council is expected to have the necessary governance and assurance arrangements in place and that all legal and other statutory obligations and consents will be adhered to, which may include, but not solely, state aid / subsidy control, equalities duties, procurement, health and safety and fraud.

9.5. The Council will ensure data can be shared for the prevention and detection of fraud by including the following clause in all agreements with companies or external entities:

“Data may be shared with other enforcement agencies for the prevention and detection of crime.”

9.6. The Council will fully comply with all obligations set out in the Fraud Risk Assessment guidance in Annex B to ensure the safe administration of grants and that appropriate measures are put in place to mitigate against the risk of both fraud and payment error.

10. Changes to approved Application

10.1. The Council will notify DLUHC of any proposed changes to the approved project(s) by submitting a Project Adjustment Request (PAR). These notifications should be provided and agreed in advance of changes.

10.2. The Council will require approval by DLUHC for any alterations to the project, as set out in Clause 3.3.

10.3. A range of project changes, including but not limited to changes to spending profiles, delivery timelines, outputs and outcomes may be requested through the PAR process. The requested changes will be categorised as either ‘streamlined’, representing minor changes to spending or delivery timelines, or ‘standard’, which will capture any other requested project changes. Guidance covering the PAR process will be made available to the Council by DLUHC.

11. Compliance with the MOU

11.1. The Parties to this MOU are responsible for ensuring that they have the necessary systems and appropriate resources in place within their respective organisations to comply fully with the requirements of this MOU.

Table B P2 Funding Profile

PROJECT 2: REINVENTING THE TOWN CENTRE							FUNDING PROFILE				
Funding Sources	Source Name	Type of Match: Grant, private funds, finance arrangement	Status of match, secured or unsecured	If unsecured, what are the timescales for securing	Funder Confirmation Letter Attached?	2022-23	2023-24	2024-25	2025-26	2026-27	Total
LUF Grant	LUF	Grant	Application pending	N/A	N/A	£183,819	£243,729	£4,713,164	£0	£0	£5,140,712
Local Authority Contribution	North Somerset Council	Capital funding	Secured	N/A	Yes, see confirmation of match fund	£0	£883,956	£0	£0	£0	£883,956
						Totals:	£183,819	£883,956	£4,713,164	£0	£5,780,939
(insert additional rows, if required, above this line [^] (check new match additions show in formula below row 21))											
Grant Profile						£183,819	£243,729	£4,713,164	£0	£0	£5,140,712
Total Match Profile						£0	£883,956	£0	£0	£0	£883,956
						£183,819	£883,956	£4,713,164	£0	£0	£5,780,939
TABLE C Expenditure Profile						£183,819	£883,956	£4,713,164	£0	£0	£5,780,939

Table B P3 Funding Profile

PROJECT 3:		CONNECTING SPACES					FUNDING PROFILE				
Funding Sources	Source Name	Type of Match: Grant, private funds, finance arrangement	Status of match, secured or unsecured	If unsecured, what are the timescales for securing	Funder Confirmation Letter Attached?	2022-23	2023-24	2024-25	2025-26	2026-27	Total
LUF Grant	LUF	Grant	Application pending	N/A	N/A	£122,546	£1,211,113	£535,340	£0	£0	£1,868,999
Local Authority Contribution	North Somerset Council	Capital funding	Secured	N/A	Yes, see confirmation of match funding	£0	£200,000	£0	£0	£0	£200,000
											£0
											£0
Totals:						£122,546	£1,411,113	£535,340	£0	£0	£2,068,999

Insert additional rows, if required, above this line ^ (check new match additions show in formula below row 21)

Grant Profile	£122,546	£1,211,113	£535,340	£0	£0	£1,868,999
Total Match Profile	£0	£200,000	£0	£0	£0	£200,000
ROW 21	£122,546	£1,411,113	£535,340	£0	£0	£2,068,999

TABLE C P3 Expenditure Profile	£122,546	£1,411,113	£535,340	£0	£0	£2,068,999
--------------------------------	----------	------------	----------	----	----	------------

Table C P1 Cost Estimates

Project:	Expenditure Profile																	
	YEAR ROUND DESTINATION	A) Line	B) Enter Cost Description	C) Total Costs (£)	D) % of Total Project	E) Quantity	F) Unit Cost	G) enter LUF Grant Contribution towards this cost	H) % of LUF Contribution towards this cost	I) Match Contribution	J) Match % towards cost	K) 2022-23	L) 2023-24	M) 2024-25	N) 2025-26	O) 2026-27	P) TOTALS	Q) Supporting comments or details of any assumptions relating to costs.
		1	Construction Cost (Net)	£7,093,250.00	47%	1	£7,093,250.00	£4,921,881.53	69%	£2,171,368.48	31%	£0.00	£4,361,032.21	£2,732,217.79	£0.00	£0.00	£7,093,250.00	See detailed costs in Appendix 8D
		2	Overheads and profits	£709,325.00	5%	1	£709,325.00	£709,325.00	100%	£0.00	0%	£0.00	£454,803.37	£254,521.63	£0.00	£0.00	£709,325.00	See detailed costs in Appendix 8D
		3	Preliminaries	£1,170,386.25	8%	1	£1,170,386.25	£1,170,386.25	100%	£0.00	0%	£0.00	£750,425.55	£419,960.70	£0.00	£0.00	£1,170,386.25	See detailed costs in Appendix 8D
		4	Professional fees and surveys	£1,615,133.03	11%	1	£1,615,133.03	£1,615,133.03	100%	£0.00	0%	£254,229.63	£989,920.29	£360,983.11	£0.00	£0.00	£1,615,133.03	See detailed costs in Appendix 8D
		5	Contingency	£1,058,809.43	7%	1	£1,058,809.43	£1,030,177.90	97%	£28,631.53	3%	£25,422.96	£655,503.30	£377,883.16	£0.00	£0.00	£1,058,809.43	See detailed costs in Appendix 8D
		6	Inflation to 2Q 2024 @ 8%	£931,752.30	6%	1	£931,752.30	£931,752.30	100%	£0.00	0%	£0.00	£597,418.79	£334,333.51	£0.00	£0.00	£931,752.30	See detailed costs in Appendix 8D
		7	Optimism Bias @ 20%	£2,515,731.20	17%	1	£2,515,731.20	£2,515,731.20	100%	£0.00	0%	£40,343.31	£1,557,475.85	£917,912.04	£0.00	£0.00	£2,515,731.20	See detailed costs in Appendix 8D
		8	Evaluation	£75,471.94	0%	1	£75,471.94	£75,471.94	100%	£0.00	0%	£15,000.00	£15,000.00	£45,471.94	£0.00	£0.00	£75,471.94	See detailed costs in Appendix 8D
			Totals	£15,169,659.13	100%			£12,969,659.13		£2,200,000.00		£334,995.90	£9,391,579.36	£5,443,283.88	£0.00	£0.00	£15,169,659.13	

(Please insert additional rows above this line)

£10,127,178.00
£2,842,881.13

Project 1: YEAR ROUND DESTINATION

Summary Line	Budget Summary Table	Value £	%
S1	LUF GRANT CONTRIBUTION	£12,969,659.13	85%
S2	MATCH-FUNDING CONTRIBUTION	£2,200,000.00	15%
S3	TOTAL PROJECT COSTS	£15,169,659.13	100%

Before submitting please check the accuracy of your budget to ensure there are no errors and the totals add up correctly. Check formulas are correct on any new lines or rows added

Totals in Column C & P should match. Cell will show red if incorrect
PLEASE CHECK PROFILE AGAINST TABLE B WORKSHEET

Table C P2 Cost Estimates

Project 2:		REINVENTING THE TOWN CENTRE													
A) Line	B) Enter Cost Description	C) Total Costs (£)	D) % of Total Project	E) Unit Cost	G) Enter LUF Grant Contribution towards this cost	H) % of LUF Contribution towards this cost	I) Match Contribution	J) Match % towards cost	K) 2022-23	L) 2023-24	M) 2024-25	N) 2025-26	O) 2026-27	P) TOTALS	Q) Supporting comments or details of any assumptions relating to costs.
1	Construction Cost (Nett)	£2,703,100.00	47%	£2,703,100.00	£2,062,873.00	76%	£640,227.00	24%	£0.00	£376,157.94	£2,326,942.06	£0.00	£2,703,100.00	£2,703,100.00	See detailed costs in Appendix 8D
2	Overheads and profits	£270,310.00	5%	£270,310.00	£270,310.00	100%	£0.00	0%	£0.00	£49,927.91	£220,382.09	£0.00	£270,310.00	£270,310.00	See detailed costs in Appendix 8D
3	Preliminaries	£446,011.50	8%	£446,011.50	£446,011.50	100%	£0.00	0%	£0.00	£82,381.05	£363,630.45	£0.00	£446,011.50	£446,011.50	See detailed costs in Appendix 8D
4	Professional fees and surveys	£615,495.87	11%	£615,495.87	£615,495.87	100%	£0.00	0%	£144,938.35	£94,114.71	£376,442.81	£0.00	£615,495.87	£615,495.87	See detailed costs in Appendix 8D
5	Contingency	£403,491.74	7%	£403,491.74	£403,491.74	100%	£0.00	0%	£14,493.84	£61,697.42	£327,300.48	£0.00	£403,491.74	£403,491.74	See detailed costs in Appendix 8D
6	Inflation to 20 2024 @ 8%	£355,072.73	6%	£355,072.73	£355,072.73	100%	£0.00	0%	£0.00	£65,584.11	£289,488.62	£0.00	£355,072.73	£355,072.73	See detailed costs in Appendix 8D
7	Optimism Bias @ 20%	£958,696.37	17%	£958,696.37	£958,696.37	100%	£0.00	0%	£16,886.44	£146,583.07	£795,216.86	£0.00	£958,696.37	£958,696.37	See detailed costs in Appendix 8D
8	Evaluation	£28,760.89	0%	£28,760.89	£28,760.89	100%	£0.00	0%	£7,500.00	£7,500.00	£13,760.89	£0.00	£28,760.89	£28,760.89	See detailed costs in Appendix 8D
(Please insert additional rows above this line)		Totals	100%		£5,140,712.09		£640,227.00		£183,816.62	£883,956.20	£4,713,164.27	£0.00	£5,780,939.09	£5,780,939.09	
					£2,000,000.00										
					-£1,389,773.00										

Totals in Column C & P should match. Cell will show red if incorrect
PLEASE CHECK PROFILE AGAINST TABLE B WORKSHEET

Before submitting please check the accuracy of your budget to ensure there are no errors and the totals add up correctly. **Check formulas are correct on any new lines or rows added**

Summary Line	Budget Summary Table	Value £	%
S1	LUF GRANT CONTRIBUTION	£5,140,712.09	89%
S2	MATCH-FUNDING CONTRIBUTION	£640,227.00	11%
S3	TOTAL PROJECT COSTS	£5,780,939.09	100%

Table C P3 Cost Estimates

Project 3:		Expenditure Profile																
CONNECTING SPACES		A) Line	B) Enter Cost Description	C) Total Costs (£)	D) % of Total Project	E) Quantity	F) Unit Cost	G) enter LUF Grant Contribution towards this cost	H) % of LUF Contribution towards this cost	J) Match Contribution	J) Match % towards cost	K) 2022-23	L) 2023-24	M) 2024-25	N) 2025-26	O) 2026-27	P) TOTALS	Q) Supporting comments or details of any assumptions relating to costs.
1			Construction Cost (Nett)	£967,440.00	47%	1	£967,440.00	£767,440.00	79%	£200,000.00	21%	£0.00	£729,092.51	£238,347.49	£0.00	£0.00	£967,440.00	See detailed costs in Appendix 8D
2			Overheads and profits	£96,744.00	5%	1	£96,744.00	£96,744.00	100%	£0.00	0%	£0.00	£71,712.09	£25,031.91	£0.00	£0.00	£96,744.00	See detailed costs in Appendix 8D
3			Preliminaries	£159,627.60	8%	1	£159,627.60	£159,627.60	100%	£0.00	0%	£0.00	£118,324.95	£41,302.65	£0.00	£0.00	£159,627.60	See detailed costs in Appendix 8D
4			Professional fees and surveys	£220,286.09	11%	1	£220,286.09	£220,286.09	100%	£0.00	0%	£94,731.63	£62,777.23	£62,777.23	£0.00	£0.00	£220,286.09	See detailed costs in Appendix 8D
5			Contingency	£144,409.77	7%	1	£144,409.77	£144,409.77	100%	£0.00	0%	£9,473.16	£98,491.32	£36,445.28	£0.00	£0.00	£144,409.77	See detailed costs in Appendix 8D
6			Inflation to 2Q 2024 @ 8%	£127,080.60	6%	1	£127,080.60	£127,080.60	100%	£0.00	0%		£94,199.28	£32,881.31	£0.00	£0.00	£127,080.60	See detailed costs in Appendix 8D
7			Optimism Bias @ 20%	£343,117.61	17%	1	£343,117.61	£343,117.61	100%	£0.00	0%	£15,840.96	£234,015.39	£93,261.27	£0.00	£0.00	£343,117.61	See detailed costs in Appendix 8D
8			Evaluation	£10,293.53	0%	1	£10,293.53	£10,293.53	100%	£0.00	0%	£2,500.00	£2,500.00	£5,293.53	£0.00	£0.00	£10,293.53	See detailed costs in Appendix 8D
(Please insert additional rows above this line)				Totals £2,068,999.19	100%			£1,868,999.19		£200,000.00		£122,545.75	£1,411,112.78	£535,340.66	£0.00	£0.00	£2,068,999.19	

CONNECTING SPACES		Budget Summary Table	Value £	%
s1	LUF GRANT CONTRIBUTION		£1,868,999.19	90%
s2	MATCH-FUNDING CONTRIBUTION		£200,000.00	10%
s3	TOTAL PROJECT COSTS		£2,068,999.19	100%

Before submitting please check the accuracy of your budget to ensure there are no errors and the totals add up correctly. **Check formulas are correct on any new lines or rows added**

Totals in Column C & P should match. Cell will show red if incorrect.
PLEASE CHECK PROFILE AGAINST TABLE B WORKSHEET

Table D P1 Delivery Plan

Project 1:		YEAR ROUND DESTINATION		
Task ID		Owner	Start date	End Date
Enabling works				
1	Early feasibility works - to commence prior to Levelling Up funding and	NSC	01-Sep-22	30-Nov-22
2	LUF Funding approval	DLUHC	01-Sep-22	01-Oct-22
3	Procurement of design consultant	NSC	01-Nov-22	31-Jan-23
4	Contractor procurement for marine lake dredging	NSC	01-Nov-22	31-Jan-23
5	Outline and prelim design	NSC	01-Feb-23	30-Jun-23
6	Intrusive surveys where necessary	NSC	01-Feb-23	30-Apr-23
7	Stakeholder engagement - during design process	NSC	01-Sep-22	31-Jan-23
8	Planning approval	NSC	01-Apr-23	31-Jul-23
9	Procurement of D&B contractor	NSC	01-May-23	31-Aug-23
10	MMO license for Marine Lake	NSC	01-Jul-23	01-Oct-23
11	Detailed design	NSC	01-Aug-23	01-Dec-23
Construction				
12	Dredging Marine Lake	NSC	01-Feb-23	01-Jun-23
13	Marine lake construction	NSC	01-Oct-23	01-Oct-24
14	Tropicana construction	NSC	01-Nov-23	01-Aug-24
15	Birnbeck construction	NSC	01-Dec-23	01-Dec-24
16	Completion & Handover	NSC	01-Aug-24	31-Mar-25
Monitoring and evaluation				
17	Baseline analysis	NSC	01-Jan-23	01-Feb-23
18	Evaluation	NSC	01-Mar-23	01-Apr-25
Project Completion Date (PLEASE INSERT ROWS ABOVE THIS LINE)				31-Mar-25

Table D P2 Delivery Plan

Project 2:		REINVENTING THE TOWN CENTRE		
Task ID		Owner	Start date	End Date
Enabling works				
1	LUF Funding approval	DLUHC	01-Sep-22	01-Oct-22
2	Early feasibility works - to commence prior to Levelling Up funding and to include survey v	NSC	01-Sep-22	30-Nov-22
3	Procurement of design consultant	NSC	01-Nov-22	31-Jan-23
4	Outline and prelim design	NSC	01-Feb-23	01-May-23
5	Complete surveys, where necessary	NSC	01-Oct-22	30-Apr-23
6	Stakeholder engagement - during design process	NSC	01-Oct-22	01-Oct-23
7	Planning approval	NSC	01-Apr-23	30-Jun-23
8	Procurement of D&B contractor	NSC	01-Jun-23	31-Aug-23
9	Detailed design	NSC	01-Sep-23	01-Nov-23
Construction				
10	Sovereign centre construction	NSC	01-Nov-23	01-Oct-24
11	High street construction	NSC	01-Nov-23	01-Nov-24
12	Completion & Handover	NSC	01-Oct-24	01-Feb-25
Monitoring and evaluation				
13	Baseline analysis	NSC	01-Jan-23	01-Feb-23
14	Evaluation	NSC	01-Feb-25	01-Mar-25
Project Completion Date (PLEASE INSERT ROWS ABOVE THIS LINE)				01-Feb-25

Table D P3 Delivery Plan

Project 3:		CONNECTING SPACES		
Task ID		Owner	Start date	End Date
Enabling works				
1	LUF Funding approval	DLUHC	01-Sep-22	01-Oct-22
2	Early feasibility works - to commence prior to Levelling Up funding and to incl	NSC	01-Sep-22	30-Nov-22
3	Procurement of design consultant	NSC	01-Nov-22	31-Jan-23
4	Outline and prelim design	NSC	01-Feb-23	01-May-23
5	Complete surveys, where necessary	NSC	01-Oct-22	30-Apr-23
6	Stakeholder engagement - during design process	NSC	01-Oct-22	01-Oct-23
7	Planning approval	NSC	01-Apr-23	30-Jun-23
8	Procurement of D&B contractor	NSC	01-Jun-23	31-Aug-23
9	Detailed design	NSC	01-Jul-23	01-Dec-23
10	Grove park - demolition surveys and assessments	NSC	01-Sep-23	01-Dec-23
Construction				
11	Wayfinding and heritage trails - construction	NSC	01-Sep-23	01-May-24
12	Grove park - demolition and construction	NSC	01-Nov-23	01-Jun-24
13	Completion & Handover	NSC	01-Jun-24	01-Nov-24
Monitoring and evaluation				
#REF!	Baseline analysis	NSC	01-Jan-23	01-Feb-23
#REF!	Evaluation	NSC	01-Mar-23	01-Nov-24
Project Completion Date (PLEASE INSERT ROWS ABOVE THIS LINE)				01-Nov-24

Table E Bid Monitoring and Evaluation

Project Name	Primary Intervention Theme	Sub-Theme (pick the description that fits best)	If "Other", please describe
YEAR ROUND DESTINATION	Regeneration & Town Centre	<Select>	
REINVENTING THE TOWN CENTRE	Transport	<Select>	
CONNECTING SPACES	<Select>	<Select>	

Project Outputs, Outcomes and Impacts

Project	Result Level	Description	Is this a "standard" output, outcome or impact?	Tracking Progress		Benefit Owner (if applicable)
				Potential Data Sources	Potential Data Collection Methods	
Select which project the result relates to using the drop-down	I.e., output, intermediate outcome, outcome, impact	E.g., new retail space created, increased footfall, increased employment Character limit: 150	I.e., does it feature in the lists in Annex B of the Technical Note.	E.g., council's financial accounts, contractors, project beneficiaries, commercial data providers	E.g., manual measurement, survey, electronic footfall counters	I.e., the person/organisation accountable for delivering a benefit.
Year Round Destination	Output	Heritage Buildings renovated / restored	Yes	NSC Major Projects Team	Count of buildings renovated / restored	NSC
Year Round Destination	Output	Green retrofits to existing non-residential units	Yes	NSC Major Projects Team	Count of buildings renovated / restored	NSC
Year Round Destination	Output	Dilapidated buildings improved	Yes	NSC Major Projects Team	Count of buildings improved	NSC
Year Round Destination	Output	Public facilities/amenities created/improved or relocated	Yes	NSC Major Projects Team	Count of facilities improved / relocated	NSC
Year Round Destination	Output	Hospitality space created or improved	Yes	NSC Major Projects Team	Count of spaces created	NSC
Year Round Destination	Output	Cultural space created or improved	Yes	NSC Major Projects Team	Count of spaces created	NSC
Year Round Destination	Outcome	Change in number of visitors to cultural destinations	Yes	Visitor numbers tracked by destinations	Ticket sales; audience feedback surveys	NSC
Year Round Destination	Outcome	Change in the number of off season visitors to cultural venues	No	NSC operational teams	Visitor data	NSC
Year Round Destination	Outcome	Change in consumer spending at cultural venues	Yes	Bimbeck & Tropicana operational teams; NSC finance team	NSC finance system	NSC
Year Round Destination	Impact	Change in employment	Yes	Bimbeck & Tropicana operational teams	NSC records of refurbishment	NSC
Reinventing the Town Centre	Impact	New FT jobs created	No	Tenants of new / refitted spaces	Annual survey	NSC
Reinventing the Town Centre	Impact	New FT jobs taken by previously PT or unemployed	No	Tenants of new / refitted spaces	Annual survey	NSC
Reinventing the Town Centre	Impact	New PT jobs created	No	Tenants of new / refitted spaces	Annual survey	NSC
Reinventing the Town Centre	Impact	New PT jobs taken by previously unemployed	Yes	Tenants of new / refitted spaces	Annual survey	NSC
Reinventing the Town Centre	Impact	Change in perceptions of place	Yes	NSC Annual Resident Survey; insight from Weston BID & Weston Place Agency	NSC Annual Resident Survey; insight from Weston BID & Weston Place Agency	NSC
Reinventing the Town Centre	Impact	Change in business investment	Yes	NSC Annual Resident Survey; insight from Weston BID & Weston Place Agency	NSC Annual Resident Survey; insight from Weston BID & Weston Place Agency	NSC
Reinventing the Town Centre	Impact	Change in business sentiment	Yes	NSC Annual Resident Survey; insight from Weston BID & Weston Place Agency	NSC Annual Resident Survey; insight from Weston BID & Weston Place Agency	NSC
Connecting Spaces	Impact	New or improved pedestrian paths	Yes	North Somerset Council (as owner of buildings)	NSC project monitoring	NSC
Connecting Spaces	Output	Public realm created or improved	Yes	North Somerset Council	Records of commissions	NSC
Connecting Spaces	Output	Artwork interventions	Yes	Record of interventions	Counts by NSC and Weston Town Council as co-commissioner	NSC
Connecting Spaces	Output	Green or blue space created or improved	Yes	NSC Major Projects Team	NSC project monitoring	NSC
Connecting Spaces	Output	New trees planted	Yes	NSC Major Projects Team	NSC project monitoring	NSC
Connecting Spaces	Output	Public amenities created or improved	Yes	NSC Major Projects Team	NSC project monitoring	NSC
Connecting Spaces	Outcome	Change in footfall	Yes	Town Centre footfall counters	Weekly footfall & movement data reports, collated by Weston BID	NSC
Connecting Spaces	Outcome	Change in consumer spending	Yes	Feedback from Business Improvement District; Chamber of Commerce; Federation of Small Business	Annual surveys; feedback via Weston BID & Weston Place Agency	NSC
Connecting Spaces	Impact	Change in business investment	Yes	Feedback from Business Improvement District; Chamber of Commerce; Federation of Small Business	Annual surveys; feedback via Weston BID & Weston Place Agency	NSC
Connecting Spaces	Impact	Change in business sentiment	Yes	Feedback from Business Improvement District; Chamber of Commerce; Federation of Small Business	Annual surveys; feedback via Weston BID & Weston Place Agency	NSC
Connecting Spaces	Impact	Change in perceptions of place	Yes	Annual Resident Survey; online discussion groups; business representatives	Annual Resident Survey; annual survey of BID & Chamber of Commerce members; monitoring of online groups; feedback via Weston Place Agency	NSC

Annex B: Fraud Risk Assessment



LUF FRA - FINAL.xlsx